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AFSC 21RX
LOGISTICS READINESS OFFICER

CAREER FIELD EDUCATION AND TRAINING PLAN

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LOGISTICS READINESS BADGE

Combines the Falcon, Oval Wreath, and Globe with one lightning bolt and quartermaster key to denote the three core logistics readiness disciplines of materiel management, transportation, and logistics plans.

HERALDRY

- The falcon at the center symbolizes the Air Force. It also symbolizes American military strength, dedication, and devotion to duty of Logistics Readiness Officers who support the generation and employment of aerospace forces across the spectrum of warfare

- The globe with three encircling arrows is symbolic of the extensive range of our logistics support mission and capability to sustain our forces by land, sea, or air

- The key symbolizes the security, safekeeping, and control of materiel management in the old "Quartermaster Corps" tradition

- The lightning bolt symbolizes the integrating role of contingency operations and the capability to combine essential logistics elements into a coherent plan supporting the warfighter

- The olive branch surrounding the badge symbolizes the peace aerospace forces provide through a professional LRO group

Wear the basic badge after graduating from the Logistics Readiness Officer Basic Course. Wear the senior badge after having completed training requirements in the three core competencies of Materiel Management, Distribution, and Contingency Operations and after having completed 7-years as an LRO. Wear the master badge at the 15-year point, having completed the Advanced Logistics Readiness Officer's Course or the Intermediate Logistics Readiness Officer Course (IROC)/predecessor.

CAREER FIELD EDUCATION AND TRAINING PLAN
LOGISTICS READINESS
AFSC 21RX

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PART I

Preface

1. **Highly Trained Logistics Readiness Officers**. A highly trained, motivated officer corps is the Air Force's key resource in overcoming today's challenges and meeting challenges of the future. Combatant commanders and the Air and Space Expeditionary Force (AEF) are dependent on logistics in general and logistics readiness in particular for mission success. Because of this dependency, it is essential the Air Force has a highly trained and qualified Logistics Readiness Officer corps. The Career Field Education and Training Plan (CFETP) for Logistics Readiness Officers provides the framework and guidance necessary for planning, developing, managing and conducting a career field training program. The plan documents a "training roadmap" for the career field. This roadmap identifies mandatory qualification and training requirements officers must receive during their time in logistics readiness. This plan applies to members of the Air Reserve Component (ARC); however, specific waiver and timeline requirements for training may be extended to accommodate the unique differences in time availability of ARC members.

2. **This Career Field Education and Training Plan** (CFETP) is a comprehensive education and training document that identifies life-cycle education and training requirements, training support resources and minimum requirements for Logistics Readiness Officers. The CFETP will provide a clear career path to success and will instill rigor in all aspects of career field training.

3. **The CFETP consists of two parts.** Officers, supervisors and commanders will use each part of this CFETP to plan, manage and control training within the career field.

3.1. Part I provides information necessary for overall management of the career field. Section A explains how to use the plan; Section B identifies career field progression information, duties and responsibilities, training strategies and career field path; Section C associates each level with specialty qualifications (knowledge, education and training); and Section D identifies any resource constraints that may impact education and training execution.

3.2. Part II shows options available to meet an officer's education and training needs. Section A identifies basic skills requirements used to develop the Course Training Standard (CTS), technical references to support training, Air Education and Training Command (AETC) conducted training and corresponding course requirements. Section B identifies a training course index supervisors can use to determine resources available to support training. Included here are both mandatory and optional courses. Section C identifies available support materials. Section D identifies MAJCOM-unique training requirements supervisors can use to determine additional training required for the associated qualification needs. Section E explains the orientation program for home station training. Section F contains the officer training record matrices.

4. **Using the CFETP.** Using guidance provided in this CFETP will ensure logistics readiness officers receive effective and efficient training at the appropriate points in their careers. This plan will enable those in the career field to train today's logistics readiness officers for tomorrow's

growing demands. At unit level, supervisors and trainers will use Part II to identify, plan, and conduct training commensurate with the overall goals for this plan.

Special considerations when following this CFETP: One must keep in mind that Force Development can be likened to a three-legged stool. The three legs are: training, experience, and education. It is the combination of these three distinct activities that combines to create a quality LRO. Since we achieve our educational *requirement* (bachelor's degree) prior to commissioning, when viewing the criteria for LRO upgrade and the requirements for LRO qualifications, we focus on the two remaining legs, training and experience. Again, training and experience are distinct activities, so we consider them complimentary to each other, not tied to each other (and certainly not one and the same.) Simply, training requirements involve learning, i.e. the tasks/behavioral statements in the training matrix (Section F); experience requirements involve time, i.e. steeping time, time in a job or time in a core competency.

Regarding the conundrum of availability of functional areas, as you know, a significant portion of the LRO population likely will not experience working in the GLSC; likewise, AETC/AFSPC have contracted out many of their logistics readiness functions. BUT, that does not prevent non-GLSC LROs or AETC/AFSPC LROs from learning the tasks/behavioral statements regarding those functional areas (the tasks/behavioral statements are predominantly "Know/understand" not "Do/Perform"). Again, in training, we are talking about learning, not experiencing. So regardless of where one works, one CAN train on all areas...unless the behavioral statement requires one to "DO" a task that is not available...

On the subject of experience...in order to gain experience one must work in an area. For our purposes, we gain experiences in Core Competency areas, not in specific logistics readiness functions (so, we must gain experience in Materiel Management not supply or fuels; we must gain experience in Distribution not aerial port or traffic management, etc.). Therefore, if I am an LRO assigned to an APS, and I am trained on/learn all the functions per the training matrix, after one year in the aerial port, and another year anywhere in logistics readiness, I have met the experience (time) and the training requirements for upgrade to 21R3, according to the Air Force Officer Classification Directory (AFOCD) and the CFETP.

We must always keep in mind, before the LRO, there were experienced Transportation officers or Logistics Plans or Supply officers who'd never spent time in some areas of their career field (or core competency, if you will) and they were not "unqualified" or "disqualified" or less than qualified...they were just more experienced in some areas over others.

Finally, in acknowledgement of certain processes or areas that are not available at some locations, for hands-on training requirements, the CFETP states that commanders have the prerogative to line-through some training items if it is not possible to train their officers on them. Commanders are trusted to do so after much consideration...again, one doesn't need to be IN an aerial port to "Be familiar with the roles and missions of Contingency Response Wings and Groups (CRW/CRGs)" that information is covered in instructions, doctrine documents, etc. and does not require 'hands-on" or even "eyes-on."

ABBREVIATIONS/TERMS EXPLAINED

Advanced Training. A formal course which provides officers who are already fully qualified in their Air Force Specialty Code (AFSC) with additional skills/knowledge to enhance their expertise in the career field. Training is for career officers at the intermediate and staff level of an AFSC.

AFCFM. Air Force Career Field Manager.

AFIT. Air Force Institute of Technology. AFIT offers Masters degrees in Logistics Management, Acquisition Logistics, Supply Management, and Transportation Management. Ph.D. programs are also available. AFIT School of Systems and Logistics (AFIT/LS) also provides professional continuing education courses (PCE) such as: LOG 199, 299, 399, and 499. Refer to Section D.

AFIP. Air Force Intern Program.

ALROC. Advanced Logistics Readiness Officer Course.

APDP. Acquisition Professional Development Program. Established to ensure career development within designated acquisition and logistics career fields.

ARC. Air Reserve Component. Combination of Air Force Reserve Command and Air National Guard forces.

BDE. Basic Developmental Education. Specific educational opportunities inside the AF, including but not limited to Air and Space Basic Course and Squadron Officer School.

CFETP. Career Field Education and Training Plan. A comprehensive, multipurpose document that encapsulates the entire spectrum of training for a career field or specialty. It outlines a logical growth plan that includes training resources and makes career field training identifiable, eliminates duplication, and is budget defensible.

Continuation Training. Follow-on unit training.

CTS. Course Training Standard. A specialized document that identifies the tasks and/or knowledge requirements and level of proficiency provided within a specific course of training. The document serves as a contract between AETC and its customers. It standardizes and controls the quality of officer training.

DA. Developmental Assignment.

DAU. Defense Acquisition University. Provides mandatory, assignment-specific, and continuing education courses for military and civilian acquisition personnel within the Department of Defense.

DE. Developmental Education.

DOD. Department of Defense.

DT. Developmental Team.

EWI. Education with Industry.

Exportable Training. Additional training via computer based training, paper text, interactive video or courseware, and other necessary means to supplement training.

FEQ. Field Evaluation Questionnaire. FEQs solicit feedback from supervisors and/or graduates to determine if the graduates were trained as specified in the course training standard.

GAS. Graduate Assessment Survey. The GAS gathers customer feedback on any AF graduate of designated initial skill courses.

IDE. Intermediate Developmental Education. Specific educational opportunities inside and outside the AF, including but not limited to Air Command and Staff College, US Army Command and General Staff College, College of Naval Command and Staff, Marine Corps Command and Staff, USAF Academy AOC Masters Program, Air Force Institute of Technology and other identified advanced academic degree programs.

IDOC. Installation Deployment Officer Course.

ILS. Integrated Logistics Support.

IPZ. In the promotion zone. e.g., primary zone.

IROC. Intermediate Logistics Readiness Officer Course. (Replaced LREC . Those who have completed LREC or ALROC need not attend IROC)

IST. Initial Skills Training. IST is a formal AETC resident course, which results in award of the entry skill level.

LCBP. Logistics Career Broadening Program.

LREC. Logistics Readiness Expeditionary Course

Qualification Training. Training designed to qualify an officer on tasks identified in Part II of this CFETP. This training occurs both during and after the upgrade training process and is designed to provide performance skills training required to do the job.

SAO. Security Assistance Officer

SLMC. Senior Leaders' Maintenance Course

SOS. Squadron Officer School.

SDE. Senior Developmental Education. Specific educational opportunities inside and outside the AF to include but not limited to Air War College, National War College, Industrial College of the Armed Forces, Army War College and Naval War College.

TAFCS. Total Active Federal Commissioned Service

TO. Technical Order

TOS. Time on Station.

Total Force. All collective Air Force components (active, reserve, guard, and civilian elements) of the United States Air Force.

TR. Training Reference.

UGT. Upgrade Training. Mandatory training, which leads to the award of a higher skill level.

USAF Expeditionary Center. The USAF Expeditionary Center is the Air Force's Center of Excellence responsible for expeditionary innovation, education, training and exercises. The center delivers innovative expeditionary combat support concepts and capabilities and prepares leaders and forces to effectively accomplish air mobility, Air Force, joint and coalition missions. The center's schools, directorates and detachments work together to achieve one major goal – keeping Air Force forces ready, at a moment's notice, to deploy anywhere in the world.

U&TW. Utilization and Training Workshop. A forum led by the AFCFM and AETC/DOOM of MAJCOM Air Force Specialty Code (AFSC) functional managers (who are the focal point for career field education and training within each MAJCOM), Subject Matter Experts (SMEs), and AETC training personnel that establish career field training requirements.

Section A - General Information

1. Purpose. This CFETP contains and provides information to career field functional managers, training managers, commanders, supervisors and trainers to use in order to plan, develop, manage and conduct an effective and efficient career field training program. The plan outlines training and education individuals must receive to develop and progress throughout their careers. This plan identifies initial skills, upgrade, qualification, advanced and professional continuing education and training. This plan does not address developmental education (DE) or ancillary training requirements. The CFETP has several purposes:

1.1. Serves as a management tool to plan, develop, manage and conduct a career field training program. Also, it is used to ensure established training is provided at the appropriate point in an officer's career.

1.2. Identifies requirements for each skill level and recommends training for each phase of an officer's career.

1.3. Lists training courses available in the specialty, identifies sources of training and provides the training medium.

1.4. Identifies major resource constraints that impact implementation of the desired career field training program.

2. Use of the CFETP. The CFETP will be approved and maintained by the Air Force Career Field Manager (AFCFM). Major command (MAJCOM) 21R Functional Managers and AETC Training Managers will review the CFETP as required. MAJCOMs will not develop any training that duplicates existing courses. Officers, at all levels, will use this plan to ensure a comprehensive and cohesive training program exists for each officer.

2.1. AETC training personnel will develop and revise formal resident, non-resident, field and exportable training based upon requirements established by the users and documented in Part II of the CFETP. They will also work with the AFCFM to develop acquisition strategies for resources needed to provide the identified training.

2.2. MAJCOMS will ensure their training programs complement the CFETP mandatory initial, upgrade and proficiency requirements. OJT, resident training and contract training can satisfy identified requirements. MAJCOM-developed training to support this AFSC must be identified for inclusion into the plan.

2.3. Unit Commanders and supervisors will manage and control progression through the career field by ensuring each individual completes the mandatory training requirements for upgrade specified in this plan, as supplemented by their MAJCOM.

3. Coordination and approval. The AFCFM is the approval authority for changes to or variations of the CFETP. MAJCOM representatives and AETC personnel will identify and coordinate the career field training requirements. The AETC Training Manager for this specialty

will initiate an annual review of this document by AETC and MAJCOM Functional Managers (MFMs) to ensure currency and accuracy. Using the list of courses in Part II, they will eliminate duplicate training.

Section B - Career Field Progression and Information

1. The Logistics Readiness Career Field. The 21RX AFSC encapsulates enterprise supply chain operations for the in-garrison and deployed environment. The following paragraphs are from the Air Force Officer Classification Directory (AFOCD):

1.1 Specialty Description:
Integrates the spectrum of the logistics processes within the Joint, operational, acquisition, and wholesale environments. The major logistics processes include distribution, materiel management and contingency operations. Directs and manages distribution management, materiel management, contingency operations, fuels management, airlift operations, and vehicle management. Plans and programs logistics support requirements for wartime, contingency and humanitarian events. Related DoD Occupational Group: 280100.

1.2. Duties and Responsibilities:

1.2.1. Distribution Management. Directs distribution management operations to include managing cargo distribution functions such as receiving, inspecting, tracing, tracking, packaging, and shipping of supplies, equipment and war readiness spares. Responsible for logistics pipeline management and time-sensitive delivery of materiel in support of peace, contingency, and wartime operations. Maintains accountability for supplies and equipment. Responsible for the safe and efficient organic ground transportation of personnel and cargo within and between installations in support of daily and contingency operations. Resolves problems related to storage, safety, and fire hazards. Manages storage space utilization and develops and maintains a storage facility and mechanized material handling equipment modernization program to include maintenance, future upgrades, and working stock requirements. Determines readiness requirements, including emergency supply support plans, tactical and strategic movement of personnel, materiel, and units. Schedules and coordinates movement of cargo, personnel, and personal property by commercial or military modes using systems which interface with defense total asset visibility systems. Uses in-transit visibility systems. Maintains liaison with US Transportation Command (USTRANSCOM), other services and federal agencies to schedule and coordinate movements of cargo and personnel. Ensures proper allocation and effective use of transportation resources. Establishes and administers an effective packaging and preservation program. Evaluates movement forecasts and flow of personnel and cargo into the transportation system, movement capabilities, and efficiency of modes used.

1.2.2. Materiel Management. Directs materiel management operations such as, direction and management of retail or wholesale supply activities. Included are environmental compliance and inventory management. Determines, computes, and analyzes current and projected materiel requirements; applies authorizations and allowances; establishes and maintains stock levels; manages asset positioning; inspects, reviews, and evaluates work methods and procedures. Ensures accountability is maintained for supplies, equipment, and War Reserve Materiel

(WRM). Determines effectiveness of functional data systems. Manages assigned information systems and applies approved standards and criteria to ensure proper implementation, operation, and results. Develops plans, programs, policies and procedures to manage materiel management activities, including systems design and analysis, determination and computation of requirements, plans for activation and inactivation, facility requirements, equipment allowances, and materiel accounting. Develops working capital fund operating programs and determines operating budget. Provides guidance on handling of readiness materiel stocks, including location, type of storage, protection, security, and quality control.

1.2.3. Contingency Operations. Directs contingency operations such as logistics planning, deployment command and control, Logistics Readiness Centers, logistics command and control, Combat Support Center activities, deployment, bed-down, and redeployment activities. Integrates Agile Combat Support planning efforts, conducts readiness assessment of logistics activities, conducts war and contingency planning, base support and expeditionary site planning, WRM management, support agreement management, manages logistics time phased force deployment data and unit type codes. Enables international theater security cooperation and interoperability, operating in coalition or Joint environments often working with contractors, host-nations, etc.

1.2.4. Fuels Management. Directs fuels management operations such as environmental compliance, inventory management of ground and aviation fuels. Determines provisions, computes and analyzes current and projected petroleum requirements; computes, establishes, and maintains stock levels, manages fuel receipt from pipelines, trucks, rail cars, and marine vessels. Manages fuel dispensing systems, bulk fuel storage facilities, cryogenics productions and storage, and test and evaluation of fuel samples. Develops, plans and establishes policies and procedures to manage fuels activities, including systems design, plans for activation and inactivation, facility requirements, equipment allowances, and accounting. Interprets fuels directives. Inspects, reviews, and evaluates work methods and procedures. Resolves problems related to storage, fire hazards, and truck fill stand and aircraft refueling areas. Coordinates with commander, staff, and operating units on wartime, contingency and peacetime fuels support. Coordinates with elements of DoD and other governmental organizations to assure support to Air Force units.

1.2.5. Aerial Port Operations. Directs aerial port operations such as management of fixed and mobile air terminals through various sub-processes to include: Fleet Services, Aerial Delivery, Passenger Terminals, Freight, and the Air Terminal Operations. Coordinates contingency transportation support requirements and capabilities with other agencies using DoD and USAF logistics, transportation and In-Transit Visibility (ITV) systems. Coordinates military and commercial aircraft schedules with appropriate control and operations centers and flight line agencies using current DoD and USAF logistics, transportation and ITV systems. Evaluates movement forecast and flow of personnel and cargo into the most efficient mode of the Defense Transportation System. Collects and analyzes data on air transportation.

1.2.6. Vehicle Management. Directs vehicle management operations such as coordination of vehicle and equipment requirements, assignments, priorities and warranty repairs. Evaluates quality of operator care and maintenance. Determines operational requirements and

specifications including reliability, maintainability and standardization for facilities, vehicles and materiel handling equipment. Develops policies and procedures for the administration of vehicle abuse and misuse programs. Collects and analyzes data on vehicle operations and maintenance.

1.2.7. Acquisition/Life Cycle Logistics. Directs acquisition/life cycle logistics activities. Plans for and manages systems, subsystems, and equipment throughout their life cycle, including integrated logistics support activities and modernization/obsolescence planning. Develops, initiates, integrates, and manages all logistics actions associated with life cycle management of weapon systems, subsystems, and equipment. Serves as logistics focal point throughout the system's life cycle. Formulates logistics management and fiscal policy for weapon systems.

2. Skill and Career Progression. Quality training and timely progression through skill levels play an extremely important role in the Air Force's ability to accomplish its mission. Therefore, it is essential that senior leaders involved in training do their part to plan, develop, manage, conduct, and evaluate an effective and efficient training program. The guidance provided in this part of the CFETP will ensure officers receive appropriate training at proper points in their careers. The following narrative and the AFSC 21RX career field tables (Tables 1, 2, and 3) identify the training career path and define the training required. Generally, skill-level progression is associated with three levels: entry, intermediate, and staff /senior.

2.1. Entry Level. IAW AFI36-2201, *Air Force Training Program*, initial skills training (IST) must be completed within 6 months of entering active duty unless restricted by lack of security clearance or other extenuating circumstances. Upon successful completion of the 21RX AETC IST, Logistics Readiness Officer Basic Course, graduates will receive the entry-level 21R1 AFSC. Initial assignments provide opportunities to establish and build depth of knowledge and technical expertise within the logistics readiness career field. Commanders will expose new officers to the entire mission of the unit. For Active Duty Airmen, attendance at Air and Space Basic Course should occur during this time frame.

2.1.1. Positions include, but are not limited to: Flight Commander, Assistant Flight Commander, Duty Officer (Aerial Port Squadrons and Air Mobility Squadrons).

2.1.2. Entry Level officers should: Understand all requirements within the Career Field Education and Training Plan (CFETP).

2.1.3. Basic qualification. Representative grades are normally O-1 through O-3. The following are mandatory for basic certification: completion of the Logistics Readiness Officer Orientation Program (LOOP), Section E; completion of the Logistics Readiness Officer basic course.

2.2. Intermediate Level. Company grade officers should begin to broaden their knowledge, experience, and expertise by pursuing Developmental Assignment (DA) opportunities. DA include AETC instructor duty, acquisition, and plans and programs. Timing and needs of the Air Force as well as individual goals will determine DA opportunities for each individual. Company grade officers have Developmental Education (DE) opportunities in Squadron Officer School (SOS). SOS completion is the stepping stone to further opportunities in the Logistics Readiness Officer career field. To develop a firm foundation in the logistics

readiness career field, two of the first three assignments should be in a 21R position. Company grade officers are eligible to compete for the Logistics Career Broadening Program. Information pertaining to this program and eligibility criteria can be found in AFI 36-2111, *The Air Force Logistics Career Broadening Program (LCBP).* Back-to-back career broadening assignments are strongly discouraged.

2.2.1. Positions include, but are not limited to: Section OIC, Flight Commander, NAF or MAJCOM Staff, Depot, Operations Officer, LRO Basic Course Instructor and Developmental Assignments.

2.2.2. Senior qualification. Representative grades are normally 0-3 through 0-4. An officer will be eligible for the Senior level at the 7-year point in specialty (time spent outside of career field in positions not coded as 21RX does not count toward award of senior certification), provided he/she has completed all education and training requirements specified in Section F. Officers should strive to complete CFETP core requirements within 3-6 years of being assigned to a 21R position.

2.3. Staff and Senior Level. At the field grade level, an officer will continue to broaden expertise while strengthening their background in logistics readiness through leadership and staff assignments. During this time they should pursue those opportunities that make them viable for squadron command and subsequent selection for group command or a key senior logistics readiness officer position. The opportunities for DA include acquisition, plans and programs and political military positions. DE opportunities for Majors include but are not limited to Air Command and Staff College, Army Command and General Staff College, Marine Command and Staff College, AF Institute of Technology (AFIT), and specified advanced academic degree programs. DE opportunities for Lt Col include but are not limited to Air War College, Army War College, Naval War College, National Defense University, Industrial College of the Armed Forces, and specified advanced academic degree programs.

2.3.1. Positions include, but are not limited to: LRO Basic/IDOC/ALROC/IROC Instructor, Command, NAF, MAJCOM, Air or Joint Staff, Depot, Acquisition, Joint Logistics and Developmental Assignments.

2.3.2. Master qualification. Representative grades are normally 0-4 and higher. An officer will be eligible for the Master certification at the 15-year point in the specialty (time spent outside of career field in positions not coded as 21RX does not count toward award of master certification), provided he/she has completed all education and training requirements specified in Section F. Officers within this level of competency are ready to assume broader leadership roles.

3. Training Decisions. The following decisions were made at the Logistics Readiness Officer Training U&TW in February, 2008 and the Spring, 2008 Developmental Team (DT) Meeting:

3.1. Entry-level Course changes. The LRO Basic course CTS was reviewed. The focus of the review was to ensure Logistics Readiness Officers gain the competency knowledge necessary to assume positions at the tactical level immediately upon graduation. The revised CTS is in Part II of this CFETP.

3.2. Intermediate Course changes. The Intermediate LRO course was reviewed for currency and relevancy. The focus of the review was to ensure LROs gain the advanced competency knowledge necessary to assume leadership positions at the tactical and operational level. The revised CTS is in Part II of this CFETP.

3.3. Upgrade Requirement Changes. The Spring 2008 DT approved the recommendation to change the requirements for the award of the 21R3. These requirements are in Section C of this CFETP and illustrated in Table 1.

3.4. The CFETP uses a building block approach (simple-to-complex) to encompass the entire spectrum of training requirements for the Logistics Readiness Officer career field. The inception of the LRO career field represents a fundamental shift in officer training and qualification. Every accession LRO will be required to attain proficiency in each of the three core competencies. The spectrum includes a strategy for when, where, and how to meet these training requirements. The strategy ensures we develop affordable training, eliminate duplication, and prevent a fragmented approach to training.

3.5. Initial Skills. The LRO basic course for AFSC 21RX will discuss Distribution Management, Materiel Management, and Contingency Operations. The course will emphasize Expeditionary Combat Support capabilities critical to the full spectrum of unit level logistics operations in garrison and deployed areas such as preparing the force for deployment, positioning, and sustainment.

3.6. Advanced Training. Senior CGOs and FGOs will attend the IROC. Captains and Majors with 8-12 years Total Active Federal Commissioned Service (TAFCS) and those who are proficient in all three core competencies will compete to attend Advanced Logistics Readiness Officers Course (ALROC). LROs who are filling or are programmed to fill an Installation Deployment Officer billet will attend the Installation Deployment Officer Course (IDOC).

3.7. Continuing Education and Training. LROs are encouraged to seek out AFIT courses to augment training (see Part II, Section B). Officers are also encouraged to enroll in logistics courses offered by the Defense Acquisition University (DAU).

4. Career Path. See Chart 2, Logistics Readiness Career Pyramid.

Section C – Logistics Readiness Proficiency Training Requirements

1. Purpose. The proficiency training requirements in the 21R career field are defined in terms of task and knowledge requirements for each skill level in the Logistics Readiness Officer Specialty. They are stated in broad, general terms and establish the standards of performance. The specific knowledge training requirements are identified in Part II. Officers will develop depth on their first unit-level assignment by gaining experience both as a leader and in a functional capacity. A minimum of four years of experience is recommended before cross-flowing into another field (i.e. maintenance) or requesting AETC instructor duty. Normally, two years of experience is appropriate in each core competency. As senior captains and majors, LROs may be selected for a headquarters staff position or for a tour as operations officer to provide valuable experience and further their development.

2. 21R1 and 21R3 Specialty Qualifications: Once the officer successfully completes initial skills training and meets the time requirements specified in the AFOCD, the squadron commander will verify the LRO has completed competency training requirements for award of 21R3 and certify the officer for upgrade.

2.1. Knowledge. Knowledge is mandatory of the following core competencies: Materiel Management, Distribution Management and Contingency Operations. A Logistics Readiness Officer must have a well-developed knowledge of all three core competencies and a firm understanding of the six proficiencies: Distribution management, materiel management, fuels management, contingency operations, aerial port operations, and vehicle management.

2.2. Education. For entry into this specialty, undergraduate academic specialization in logistics management, economics, management, business administration, computer science, information management systems, finance, accounting, petroleum engineering, chemical engineering, or industrial management is desirable.

2.3. Training. See Table 1, Logistics Readiness Officer Progression.

2.4. Experience. See Table 1, Logistics Readiness Officer Progression.

2.4.1. Prior enlisted experience will be considered for qualification. In order to qualify with prior-enlisted experience, individuals must have attained both a 5-level in supply (2SXXX), fuels (2FXXX), logistics plans (2GXXX), or transportation (2TXXX) *and* been an NCO.

2.5. Other.

2.5.1. For ANG officers, the NGB/A4R may approve waivers and extend the required completion date when the officer cannot gain experience due to the limitations in training availability or opportunities. All requests will be approved on a case-by-case basis and will be processed in accordance with ANG/DPFOM guidance.

2.5.2 For AFRC officers (unit or IMA), the MAJCOM A4 may extend the required completion date when the officer cannot gain experience due to limitations in training availability or

opportunities. All requests for extensions/waivers will be approved on a case-by-case basis and will be processed in accordance with policy established by AFRC/A4/LGX (AFRC LRO DT Member).

2.5.3. Special Experience Identifiers (SEI). There are two SEIs associated with the LRO career field. These SEIs are gained through 24-month rotations in Fuels or Aerial Port positions. Once an officer has earned an SEI, commanders should take action to update the officer's personnel record with an AF FM 2096. Commanders indicate the appropriate SEI in Block II and sign; members sign Block III action and submit through their servicing Military Personnel Flight. Information and coding information about SEIs may be found in the AFOCD.

NOTE: These SEIs are ***not*** mandatory/necessary/required for assignment selection, promotion, school selection, etc. THEY ARE ONLY IDENTIFIERS OF SPECIFIC TIME/SPECIAL EXPERIENCE IN THE AREAS LISTED BELOW.

2.5.4. Fuels (KY): Requires (1) completion of the basic Logistics Readiness Officer (LRO) course, (2) a minimum of 24 months of experience in fuels management functions such as environmental compliance; inventory management of ground and aviation fuels; determining provisions; computing and analyzing current and projected petroleum requirements; determining, establishing, and maintaining stock levels; fuel receipt from pipelines, trucks, rail cars, and marine vessels; fuel dispensing systems; bulk fuel storage facilities; cryogenics production and storage; and testing and evaluating fuels samples, (3) a minimum of 12 months as a Base Fuels Management Officer/Fuels Management Flight Commander and 12 months in any fuels officer position, and (4) recommendation by unit commander and approval by group commander.

2.5.5. Aerial Port (KT): Requires (1) completion of the basic logistics readiness officer (LRO) course and a minimum of 24 months working cargo or passenger air transportation systems, including aerial ports of embarkation and debarkation, en route aerial ports, air mobility squadrons (AMS), or combat mobility elements (CME), and (2) recommendation by unit commander and approval by group commander.

2.6. Training Sources. Initial skills course is mandatory for upgrade and is developed and taught by AETC. A list of training courses to support education and training in the logistics area is in Part II.

2.7. Implementation. Upon completion of the basic course, one of the three core competencies, and 24 months time in AFSC, officers may be upgraded to 21R3 AFSC. See Part 2 for appropriate course numbers.

NOTE: In Chart 1, there are three core competencies that must be completed. Officers must complete the training matrix for each competency. Officers are **NOT** required to have been assigned to each function within the competency in order to receive credit, but should have a working knowledge of each process listed in the officer training record (Part II section F*). Commanders should use their judgment to determine if the officer is able to receive credit for the competency. IAW the LRO FAM Guide, Section IX.B.3, Logistics Readiness Officers will be

available for deployment after completion of one core competency and promotion to the rank of First Lieutenant. Proficiencies and core competencies are related as described below:

Chart 1 Logistics Readiness Core Competencies and Proficiencies

				Years to accomplish	<2	3-6
Competencies	Materiel Management	Distribution	Contingency Operations	Minimum Cumulative	1	2, 3
Must complete each training matrix for each core competency						
Proficiencies	Materiel Management & Vehicle Management & Fuels Management & Acquisition Logistics +	Distribution Management & Aerial Port Operations & Operations	Contingency Operations			

Note 1: Officer may be deployed after completing/gaining one year's experience in one core competency and being promoted to the rank of 1Lt. (LRO FAM Guidance, Paragraph 7.6)
* Tasks in Section F are projected to become exportable training courses (Date TBD)
+ While not necessarily a "proficiency," Acquisition/Life Cycle Logistics is an area within Logistics Readiness

Table 1 LRO Progression

Logistics Readiness Officer Progression				
To Obtain One Must Complete → ↓	LRO Basic	Eligibility for 21R3	LRO Senior	LRO Master
Education	Undergraduate Degree			
Experience	Logistics Readiness Officer Orientation Program (LOOP) -- CFETP, Section E	12 continuous months in one of three Core Competencies (CO; D; MM); Cumulative time in 21R = 24 mos	Seven Years as 21R	15 Years as 21R
Training	Logistics Readiness Officer Basic Course	Completion of Same Core Competency*	Completion of each of Three Core Competencies*	Completion of IROC (ALROC or LREC)
				* Core Competency Tasks in Section F are projected to become exportable training courses (Date TBD)

Table 2 LRO Training Flow (Accession LROs)

Logistics Readiness Officer Training Flow Accession Officers			
Time In Service (TIS)			
0-6 Months	Logistics Readiness Officer Orientation Program (LOOP). 21R1: Attend LRO Basic Course. Successful completion results in award of 21R1 entry level AFSC. Basic Developmental Education (BDE) opportunities begin with Air and Space Basic Course (ASBC) eligibility.		
6 - 9 Months	Begin training in first Core Competency.* Begin gaining experience in first Core Competency.		
1-15 Years	Encouraged to further Logistics education through AFIT LOG courses (Log 199, Log 299, etc.) and targeted Masters Degree programs		
2 Years	For award of AFSC 21R3, the officer must have 24 months experience in any Logistics Readiness function, with 12 continuous months in one of the three core competencies, successful completion for that competency and commander's recommendation. LRO now eligible to deploy. (LRO FAM guide, Section IX.B.3)		
2-6 Years	Window to complete Core Competencies.*%		
4 Years	Promotions to Captain; Squadron Officer School (SOS) window opens.		
7-10 Years	LRO Intermediate Course window.		
7 Years	SOS window closes.		
8-13 Years	IPZ Promotions to Major; Intermediate Developmental Education (IDE) window opens.		
15-17 Years	IDE window closes. IPZ selections to Lieutenant Colonel; Senior Developmental Education (SDE) window opens.		
19-22 Years	SDE window closes. IPZ selections to Colonel		
		* Core Competency Tasks in Section F are projected to become exportable training courses (Date TBD)	% Core Competencies completion is pre-requisite to competing for Special Selection PCE and AAD and for attendance in Intermediate LRO Course (IROC)

Table 3. LRO Training Flow (Cross-train/Cross-flow LROs)

Logistics Readiness Officer Training Flow Captain Cross-Train/Cross-Flow LROs#			
Approx Time In Service (TIS)			
4 Years	Promotions to Captain; Squadron Officer School (SOS) window opens. 21R1: LOOP, LRO Basic Course and award entry-level AFSC.		
4-6 Years	Window to complete Core Competencies.*%		
~5 Years	For award of AFSC 21R3, the officer must have 24 months experience in any Logistics Readiness function, with 12 continuous months in one of the three core competencies, successful completion for that competency and commander's recommendation.		
7-10 Years	LRO Intermediate Course window opens. %		
5-15 Years	Encouraged to further Logistics education through AFIT LOG courses (Log 199, Log 299, etc.) and targeted Masters Degree Program (If Graduate Degree not already conferred)		
7 Years	SOS window closes.		
8-13 Years	IPZ Promotions to Major; Intermediate Developmental Education (IDE) window opens.		
15-17 Years	IDE window closes. IPZ selections to Lieutenant Colonel; Senior Developmental Education (SDE) window opens.		
19-22 Years	SDE window closes. IPZ selections to Colonel		
#TIS assumes crossflow/train officer retrains as a new captain. TIS is approximate.		* Core Competency Tasks in Section F are projected to become exportable training courses (Date TBD)	% Core Competencies completion is pre-requisite to competing for Special Selection PCE and AAD and for attendence in Intermediate LRO Course (IROC)

Chart 2 Career Pyramid

Logistics Readiness Career Pyramid

IPZ Promotion Rate
45.4%
Avg Pin-on
20.9 Yrs

Professional Education
LOG 499

IPZ Promotion Rate
74.7%
Avg Pin-on
15.1 Yrs

IPZ Promotion Rate
94.2%
Avg Pin-on
9.5 Yrs

SDE
AWC, ICAF, NWC, Fellowships

Professional Education
LOG 399, LOG 492

IDE
ACSC

Prof. Education/Training
ALROC, LOGTECH, IDOC, IROC
SCM Cert, LOG 399

BDE
SOS

Prof. Education/Training
AAD (AFIT), ALROC, IROC,
IDOC, ACQ LOG, LOG 199,
LOG 299

BDE
ASBC

Training
LRO Basic Course

NOTES: Line IPZ rates calculated AF-wide. (2007)

3. Advanced Training:

3.1. Staff Officer specialty qualifications: 21R4.

3.1.1. Education. Masters degree in an appropriate discipline and completion of appropriate professional military education is *highly encouraged*. See Part II, Section D for additional education opportunities. Other courses are taught at local colleges and universities and should be considered as a part of an individual's career development.

3.1.2. Training. Completion of either the Intermediate Logistics Readiness Officer Course (or its predecessor) or Advanced Logistics Readiness Officer Course is required. See Part II, Section B for additional training opportunities.

3.1.3. Experience. Broad experience in operational and wholesale logistics is mandatory in multiple competencies for staff and joint assignments. Logistics experience must be augmented and tempered with experience and knowledge in aerospace operations; logistics information systems, their capabilities, limitations, and technical characteristics; current USAF doctrine, theory, fundamentals, and procedures of other areas of logistics; operating budget preparation; and USAF operations and organizations.

3.1.4. Other. None required.

3.2. Implementation. DAFSC 21R4 is only for the duration of an assignment at a NAF or higher staff-level position.

Section D – Resource Constraints

NOTE: There are currently no known constraints. This area is reserved.

PART II

Section A - Course Training Standard

1. Purpose:

1.1. The student will demonstrate the desired learning outcomes contained in the Course Training Standard (CTS).

1.2. Completion of this Logistics Readiness Officer Course is required for attaining the entry level AFS.

2. Documentation. Certification will be accomplished through written tests and progress checks as prescribed in the measurement plan maintained by the 37 TRG. Upon completion of the course, students will receive a certificate of completion and a training report (AF Form 475).

3. Qualitative Requirements. The CTS contains the behavioral statements that make up the entry level course.

4. Qualification Training Requirements. Qualification training, to include OJT; completion of one of the three core competencies (annotated in the training record/matrices or via exportable modules once available) promotion to rank of First Lieutenant, and recommendation by commander.

DEPARTMENT OF THE AIR FORCE
37th Training Group (AETC)
Lackland Air Force Base, Texas 78236-5717

CTS L3OBR21R1 0L1B
(PDS Code SK1)

LOGISTICS READINESS OFFICER

1. Implementation of training in support of this CTS is with class beginning 100111 and graduating 100316.

2. **Purpose:** This course training standard:

a. Establishes the training requirements, using behavioral statements, for course L3OBR21R1 0L1B, Logistics Readiness Officer.

b. Provides the basis for development of more detailed training materials, training objectives, and training evaluation instruments for the course.

3. **Course Description:** This course provides training for Air Force personnel in AFSC 21R1, in the knowledge and skills needed to perform the duties of Logistics Readiness Officers. Training included: logistics fundamentals, the Air and Space Expeditionary Air Force (EAF) concept, total force, Logistics Readiness Officer (LRO) combat wing roles and responsibilities, roles and responsibilities of LROs outside of the combat wing, wing programs impacting logistics, LRO issues, introduction to the material management core competency, asset accountability, asset visibility, asset control, introduction to the distribution core competency, distribution operations, vehicle management processes, introduction to the contingency operations core competency, deliberate planning, deployments, and crisis action planning.

4. **Qualitative Requirements:** Attachment 1 contains the behavioral statements referenced in paragraph 2.

5. **Recommendations:** Comments and recommendations are invited concerning the quality of AETC training. Reference this CTS and address correspondence regarding changes to 37 TRG/DOS, 1220 Truemper, Ste. 1, Lackland AFB TX 78236-5717. A customer service information line has been installed for the supervisor's convenience to identify graduates who may have received over or under training on task/knowledge items listed in the training standard. For a quick response to problems, call our Customer Service Information Line, DSN 473-2917, anytime day or night.

JOSEPH L. ROMANO III, Colonel, USAF
Commander

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Behavioral Statements

Supersedes CTS L3OBR21R1 0L1A, 24 June 2004
Prepared by: 345 Technical Training Squadron/DORP
Approved by and Date: 37 TRG/CC

BEHAVORIAL STATEMENTS

INTRODUCTION

1. ORGANIZATION, ROLES, AND RESPONSIBILITIES

1.1. Describe the roles and responsibilities of base level logistics organizations.
1.2. Describe the roles and responsibilities of LROs within base level logistics organizations.
1.3. Describe the roles and responsibilities of logistics organizations above wing-level.
1.4. Identify the Logistics Readiness Core competencies and supporting AFSCs.
1.5. Describe how LROs support the AF Supply Chain.

2. THE DOD SUPPLY CHAIN

2.1. Define DoD Logistics and major tenets of logistics doctrine.
2.2. Describe Agile Combat Support Concept of Operations (ACS CONOPS) and Focused/Agile Logistics.
2.3. Describe Supply Chain Management.

MATERIEL MANAGEMENT

3. FUNDAMENTALS OF MATERIEL MANAGEMENT

3.1. Identify the Materiel Management processes including governing directives.
3.2. Restate the duties and responsibilities of the Accountable Officer.
3.3. Identify the relationship between IT systems that support Materiel Management.
3.4. Identify the budget process as it relates to Materiel Management.

4. COMMODITY CONTROL AND MANAGEMENT

4.1. Identify commodity control requirements and processes.
4.2. Identify how to resolve accountability discrepancies.
4.3. Identify the requisition process for all classes of supply managed by the LRS.
4.4. Restate the equipment management programs, systems, and processes.
4.5. Describe the principles of stockage policies.
4.6. Identify flight service center processes, roles and responsibilities.
4.7. Identify key aspects of the Materiel Management and Maintenance Interface.
4.8. Restate fuels accountability requirements and related processes.
4.9. Identify fuels support processes.
4.10. Identify fuels distribution processes.
4.11. Identify fuels storage processes.
4.12. Describe guidelines for collecting, segregating, and processing recoverable and waste petroleum.
4.13. Describe procedures for assuring the quality of fuel.

4.14. Describe guidelines and procedures for on base quality control of liquid and gaseous oxygen and nitrogen.
4.15. Demonstrate the proper course of action in response to a fuel spill scenario.
4.16. Identify selected fuels and cryogenics safety concerns related to materiel management.
4.17. Identify fuels compliance and environmental functions.

DISTRIBUTION

5. FUNDAMENTALS OF DISTRIBUTION

5.1. Identify distribution management policies and procedures.
5.2. Identify distribution management information systems and policies.
5.3. Identify sources of transportation funding.
5.4. Describe the roles and responsibilities of base level traffic management activities.
5.5. Describe the roles and responsibilities of base level aerial port activities.
5.6. Describe the roles and responsibilities of base level vehicle management.
5.7. Describe the importance of In-transit Visibility.

6. CARGO MOVEMENTS

6.1. Describe Joint Movement processes.
6.2. Identify USAF cargo movement policies and procedures.
6.3. Describe surface cargo movement processes.
6.5. Describe air cargo movement processes.

7. PASSENGER MOVEMENT

7.1. Identify the roles and responsibilities of key agencies associated with passenger movement.
7.2. Identify passenger movement policies and procedures.

8. VEHICLE MANAGEMENT

8.1. Describe Vehicle Maintenance policies and procedures.
8.2. Identify Vehicle Maintenance processes.
8.3. Identify the Vehicle Maintenance budgeting process.
8.4. Identify the OSHA requirements in relation to vehicle maintenance.
8.5. Restate the vehicle authorization process.
8.6. Identify Fleet Management and Analysis responsibilities.

9. VEHICLE OPERATIONS

9.1. Describe Vehicle Operations policies and procedures.
9.2. Identify Vehicle Operations processes.
9.3. Identify basic convoy procedures.

CONTINGENCY OPERATONS

10. CONTINGENCY OPS

10.1. Identify the contingency operations core processes.

11. PLANNING

11.1. Identify the Joint Planning and Execution Community.
11.2. Identify the principles associated with the planning process.
11.3. Restate the purpose of documents associated with the planning process.
11.4. Interpret key planning documents.
11.5. Restate the processes associated with the base level deployment planning.

12. EXECUTION

12.1. Restate the processes associated with base level deployment execution.
12.2. Conduct a site survey.
12.3. Identify the purpose of execution documents.
12.4. Identify the principles of Reception, Staging, Onward Movement, and Integration (RSO&I).
12.5. Identify the operational steps to prepare units for deployment.
12.6. Build a concept brief.
12.7. Identify the operational steps to prepare units for re-deployment.

13. COMMAND AND CONTROL SYSTEMS

13.1. Identify command and control systems relating to planning and deployment actions.
13.2. Identify the relationship between the command and control systems.

14. READINESS AND WRM MANAGEMENT

14.1. Restate general principles relating to Squadron readiness programs.
14.2. Identify general principles of the base level WRM program.

15. CAPSTONE

15.1. Participate in a Capstone exercise covering peacetime and contingency operations.

SUMMARY OF CHANGES

This Course Training Standard (CTS) was substantially revised as a result of the Utilization & Training Workshop process. The course length is being reduced from 54 to 45 days.

DEPARTMENT OF THE AIR FORCE
37th Training Group (AETC)
Lackland Air Force Base, Texas 78236-5717

CTS L3OCR21R3 0L1B
(PDS Code WO9)

INTERMEDIATE LOGISTICS READINESS OFFICER

1. Implementation of training in support of this CTS is with class beginning 081201 and graduating 081212.

2. **Purpose:** This course training standard:

2.1. Establishes the training requirements, using behavioral statements, for course L3OCR21R3 0L1B, Intermediate Logistics Readiness Officer.

2.2. Provides the basis for development of more detailed training materials, training objectives, and training evaluation instruments for the course.

3. **Course Description:** This course provides operational and tactical training to mid-level Captains in AFSC 21R3. Training encompasses the knowledge and skills needed by field grade officers to: expand the knowledge provided at the tactical level, focus training on management, oversight, and key indicator analysis, and assume Operations Officer, Sq/CC, and operational positions (MAJCOM). Instruction includes Air Force Logistics Contingency Operations (CONOPS), Joint Logistics, Air Force Logistics, Management Level Discussions (Contingency Operations, Materiel Management, and Distribution) and Field Grade Officer (FGO) Roles and Responsibilities.

4. **Qualitative Requirements:** Attachment 1 contains the behavioral statements referenced in paragraph 2.

5. **Recommendations:** Comments and recommendations are invited concerning the quality of AETC training. Reference this CTS and address correspondence regarding changes to 37 TRG/DOS, 1220 Truemper, Ste. 1, Lackland AFB TX 78236-5717. A customer service information line has been installed for the supervisor's convenience to identify graduates who may have received over or under training on task/knowledge items listed in the training standard. For a quick response to problems, call our Customer Service Information Line, DSN 473-2917, anytime day or night.

JOSEPH L. ROMANO III, Colonel, USAF
Commander

Supersedes CTS L3OCR21R3 0L1A, January 2005
Prepared by: 345 Technical Training Squadron/DORP
Approved by and Date: 37 TRG/CC

BEHAVIORAL STATEMENTS

1. DOCTRINE

1.1. Restate facts, terms, and principles concerning the AF Logistics CONOPS.

2. JOINT LOGISTICS

2.1. Describe the tenets of focused logistics.
2.2. Describe the relationship of Joint Doctrine to the tenets of focused logistics.
2.3. Identify the roles and functions of Joint Logistics Support Networks.

3. AIR FORCE LOGISTICS

3.1. Explain roles and functions of the USAF Logistics Network.
3.2. Restate lifecycle logistics process.
3.3. Restate the principles of Air Force Integrated Supply Chain Management.
3.4. Define concepts of logistics transformation.

4. MANAGEMENT LEVEL DISCUSSIONS

4.1. Contingency Operations

4.1.1 Restate principles of Joint Reception, Staging, Onward Movement, and Integration process.
4.1.2 Corelate the relationship of the IDO with the wing and squadron leadership.
4.1.3. Explain the responsibilities of organizations supporting IDP.
4.1.4. Restate the roles and functions of contingency operations support network.
4.1.5. Explain Theater level WRM Management.
4.1.6. Explain TPFDD process above base level.
4.1.7. Assess Sq readiness utilizing key documents.
4.1.8. Restate the AEF posturing/tasking process.
4.1.9. Restate principles of deployment and redeployment process.
4.1.10. Contingency Operations indicators.
4.1.10.1. Interpret Contingency Operations indicator trends.
4.1.10.2. Develop a corrective action to a Contingency Operations indicator.
4.1.11. Identify role of support/implementation plans.
4.1.12. Determine correct agreement to use to satisfy support requirements.
4.1.13. Identify contract augmentation programs.

4.2. Materiel Management

4.2.1. Explain the impact of commodity accountability.
4.2.2. Materiel Management indicators.
4.2.2.1. Interpret Materiel Management indicator trends.
4.2.2.2. Develop a corrective action to a Materiel Management indicator.

BEHAVIORAL STATEMENTS

4.2.3. Restate principles relating to issues which impact the Repair Cycle/Intermediate Repair Enhancement Programs.
4.2.4. Explain principles relating to issues impacting supply support.
4.2.5. Explain principles relating to Fuels Management responsibilities.

4.3. Distribution
4.3.1. Explain key issues of passenger travel policy.
4.3.2. Explain key issues of personal property.
4.3.3. Explain the Vehicle Acquisitions process.
4.3.4. Describe key issues of Vehicle Fleet Management that impact Vehicle Validation process.
4.3.5. Explain key issues of cargo/pax movement.
4.3.6. Key distribution indicators.
4.3.6.1. Interpret key Distribution indicator trends.
4.3.6.2. Develop a corrective action to a key Distribution indicator.

5. FGO ROLES AND RESPONSIBILITIES

5.1. Explain the roles of squadron leadership.
5.2. Restate various funding streams available to the LRS/APS.
5.3. Analyze how LRS processes inside one flight affect processes throughout the squadron.
5.4. Compare the key inter-relationships between the LRS/APS and other units in the wing/base.
5.5. Differentiate duties of an LRO at the Joint and above the wing level.
5.6. Explain challenges in a deployed environment.

SUMMARY OF CHANGES

This course changed significantly from the previous course. Changes include: the development of thirty-nine new behavioral statements (only five behavioral statements remain from the original course); a reduction in instructional blocks (from three blocks to two); and a change in target audience from Majors and Major-selects to mid-level Captains. Course hours and academic days remained unchanged.

Section B - Training and Education Course Index

1. Mandatory Technical Training.

Logistics Readiness Officer Basic Course (L3OBR21R1 0L1B)
Initial skills training for the LRO. Competency-oriented course that will provide training in Contingency Operations, Material Management, and Distribution core competencies.

Intermediate Logistics Readiness Officer Course (IROC) (L3OCR21R3 0L1B)
Intermediate-level training for the LRO. Course is designed to prepare LROs for increased responsibility in the LRS as well as positions at the joint and Air Staff levels**.** Replaces Logistics Readiness Expeditionary Course (LREC) L3OBR21R3 0L1A. Individuals who have completed LREC or ALROC need not attend IROC.

2. Professional Military Education.

Air and Space Basic Course (ASBC)
Must be a 2nd Lieutenant. Must be completed prior to 12 months time in service.

Squadron Officer School (SOS)
Must be a Captain with at least 48 months time in service. In-residence and correspondence options available.

Intermediate Developmental Education (IDE)
Must be selected for promotion to Major. In-residence, seminar, and correspondence enrollment are available.

Senior Developmental Education (SDE)
Must be selected for promotion to Lieutenant Colonel. In-residence and correspondence options are available.

3. Professional Education and Training Opportunities. Logistics readiness officers should pursue attendance at courses/training through appropriate MAJCOM focal point.

AFIT Masters Degree Programs for Logistics Readiness Officer
Logistics Management Masters Degree
The graduate logistics management program offers a graduate level curriculum culminating in a Master of Science in Logistics Management. This program is designed to improve the student's expertise and effectiveness in managing the diversity and complexity of logistics systems and related programs. The curriculum is divided into four major areas: Logistics Management, General Business Management, Quantitative/Analytical methods, and research methods and applications.
Duration: 18 months
Location: AFIT, Wright Patterson AFB OH
To Apply: Contact AFIT Registrar's Office or your local base education office

Acquisition Logistics Management Degree

This program educates students on concepts and techniques for managing acquisition logistics. This graduate level program culminates in the award of a Master of Science degree in Acquisition Logistics Management. The curriculum is designed to ensure that graduates of the program: 1) Comprehend the concepts of acquisition logistics and integrated logistics support, 2) Understand the basic acquisition and system life cycle processes, 3) Understand the role of the logistics manager in the acquisition process, 4) Understand how Logistics Support Analysis (LSA) can be used to insure the integration of logistics considerations into the system engineering and design process, 5) Know the basic life cycle cost techniques, 6) Understand the impact of the reliability and maintainability on the operation and support of a system, 7) Have familiarity with the computer-aided acquisition logistics tools currently available.
Duration: 18 Months
Location: AFIT, Wright Patterson AFB OH
To Apply: Contact AFIT Registrar's Office or your local base education office

LOG 099, Fundamentals of Logistics

This course is comprised of five modules. These modules describe logistics, its environment and the four logistics processes of acquisition, distribution, sustainment, and disposition. It is designed for new accessions and new practitioners in the logistics career fields. Prerequisites: None. Grade Restrictions: E4-E8, O1-O4, GS-07 through GS-12. Course Length: 4 hrs. Course can be accessed at https://WWW.ATRRS.ARMY.MIL/CHANNELS/AFITNOW . You will receive a user name and password with directions once you are successfully approved and registered.

LOG 199, Introduction to Logistics

Provides students an introduction to Air Force logistics processes, organization, and issues. Informal lectures and case study exercises are used, providing the student with an understanding of acquisition, distribution, sustainment, disposition, supply chain management, and business process improvement. Prerequisites: LOG 099, Fundamentals of Logistics, must be completed. Grade Restrictions: None. Target Audience: Open to Non-US personnel (MASL# D178205). Newly assigned logisticians and persons pending immediate assignment to the logistics field. 2D Lt through Captain, Staff Sergeant through Master Sergeant, GS-5 through GS-12. A security clearance is not required. Course Length: 7 days

LOG 299, Combat Logistics

Addresses the roles and responsibilities of logisticians in support of combat, peace, and humanitarian operations. The focus is on logistics at the operational and tactical levels of war. The course addresses how Air Force logisticians, together with other combat support forces, create and sustain capability in a joint theater of operations. This course is designed for personnel assigned to maintenance, supply, transportation, contingency contracting, and logistics plans positions at base-level through joint and unified commands. The course is also suited for

personnel in other positions (i.e. civil engineering, services, security, intelligence, and operations planning) who must have knowledge of or interact with combat support and combat sustainment operations. The course is not designed for personnel in the wholesale acquisition career field. The course combines combat logistics history with current issues and dynamics. Methods of instruction include informal lectures, guided discussions, a planning exercise, and a literary analysis. Prerequisites: None. Grade Restrictions: O-1 to O-3, E-5 to E-8, and GS-09 to GS-12. Course Length: 7 days

LOG 399, Strategic Logistics Management

The objective of this course is to educate personnel on how the USAF utilizes DoD's strategic logistical resources, to support military operations. This course focuses on the distribution, utilization, sustainment, and disposition of logistical resources. This course is designed to broaden student understanding of Air Force logistics doctrine, processes, programs, and policies that foster critical thinking on a broad range of key issues facing the Air Force and joint logistics communities using a seminar forum designed to enhance discussion among students, faculty, and guest speakers. Guest speakers are primarily from joint organizations and commands such as TRANSCOM, The Joint Staff, and Defense Logistics Agency. Prerequisites: The course is open to officers, O-4 and O-5; enlisted, E-8 and E-9; and civilians, GS-13 and GS-14 or their equivalents. Wing level personnel and GS-12s, E-7s, and O-3s will be put on a stand-by list and will be allowed to attend if the target audience does not fill all seats. Course Length: 5 days

LOG 492, Senior Distribution Executive Development Course

Provides senior Air Force distribution executives with the latest developments in national policies, management techniques, and the new technologies affecting the transportation and physical distribution disciplines. Emphasizes national policies and their impact on Air Force distribution activities; current theories and techniques regarding human and physical resources management; state-of-the-art developments in the transportation field; and new productivity improvement initiatives. Increases student's understanding of both military and commercial physical distribution systems and provides insight into the motivation and strategies employed by the commercial distribution industry. Teaching methods include discussions, guest lectures, and onsite tours of transportation and distribution facilities. Because of the dynamics and currency of the seminar, graduates may apply to attend three years after graduating. Applications are submitted by MAJCOM A4s in response to announcements made by AF/A4L. Final review and selection of participants is made by AF/A4L. Prerequisites: Must have minimum one year's experience in logistics. Grade Restrictions: Open to US personnel and DoD employed Foreign Nationals with minimum grades of O-5 or GS-13. Target Audience: Open to Non-US personnel (MASL# D178253). Colonels and Lieutenant Colonels with AFSC 21R, and civilian equivalents with 20xx or 21xx job series. Personnel should have a solid background in logistics, especially supply chain management. Course Length: 10 days

LOG 499, Logistics Executive Development Seminar

Provides logistics executives an increased understanding of the interrelationship of the logistics disciplines, management systems, and values affecting organizational policy within the broader

context of national policies and objectives. Provides senior logistics managers the opportunity to examine policies and issues currently affecting logistics. Flag officers, SESs, and private-sector senior managers present various topics. Offers students an opportunity to interact with these policymakers by exchanging ideas, discussing current issues, and assessing common problems. Prerequisites: Open to US personnel only. AF/A4L tasks MAJCOM A4s with identifying their nominees for the three annual sessions. Because of the dynamics and currency of the seminar, graduates may apply to attend again three years after graduating. Final review and selection is made by AF/A4L and the seminar director. A secret clearance is required. Target Audience: Open to Colonels-select and Colonels in all logistics career field specialties and GS-15s. Senior Lieutenant Colonels and GS-14s will be considered on a space available basis. Course Length: 5 days

For more information about these courses or to enroll in one of AFITs LOG courses, visit the AF/A4LF, Force Development and Organizations web page at, https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=-538964&command=org , or access AFITs School of Systems and Logistics website at, http://www.afit.edu/ls/courselist.cfm and click on the appropriate course number.

4. USAF Expeditionary Center Courses

Located at Ft Dix, NJ, with detachments at Scott AFB, IL and Hurlburt Field AFB, FL, the USAF Expeditionary Center is an AMC organization set up to train, test and educate forces in all aspects of air mobility.

Advanced Logistics Readiness Officer Course (ALROC)
ALROC creates highly skilled LROs grounded in the tenets of Agile Combat Support (ACS) and Expeditionary Combat Support (ECS) operational art. The course structure focuses on ACS processes of Ready the Force, Prepare the Battlespace, Position the Force, Employ and Sustain the Force, and Recover the Force. Target audiences are LRO captains or majors with a minimum of eight and maximum of twelve years TAFCS upon graduation. Graduates from this school will be highly skilled logisticians capable of providing combat support to Air Expeditionary Forces (AEF) and war-fighting commanders, instructing unit level logistics officers and advising senior commanders.

Aerial Port Operations Course
Provides supplemental training in the knowledge and skills necessary to perform strategic aerial port duties in AMC-owned and operated terminals, to include familiarization training on the Global Air Transportation Execution System (GATES). Enhances student knowledge of core aerial port work centers, to include the Air Terminal Operations Center (ATOC), Cargo Processing, Special Handling, and Passenger Service. Lessons include Command Structure, In-transit Visibility, Airlift Scheduling, Cargo Clearance, Special Handling, Outbound Mission Setup, Cargo Receipt and In-check, Palletization, Center of Balance, Aircraft Load Planning, Aircraft Loading, Restraint and Shoring, Current Events, Customer Relations, Travel Eligibility, Baggage Service, Passenger Processing, Departed Missions, and Air In-bound Processing. Training is student-centered with hands-on scenarios.

Air Transportation Contingency Operations Course
Provides supplemental air transportation training to perform contingency operations concentrating on the skills and knowledge necessary to perform joint inspections. Students are given an overview of operations setup from the headquarters level down to the work center functions in a deployed location. Subjects include command structure, functional areas of deployed operations, user and air transportation deployment responsibilities, center of balance, hazardous material inspection, load planning characteristics, Intransit Visibility, and the joint inspection process. This training is student-centered with hands-on exercise scenarios.

Air Mobility Operations Course
The Air Mobility Operations Course is designed to mature mid-level AMC and TRANSCOM leaders in their understanding of Air Mobility Operations. The course consists of classroom lessons, current-issue guest speakers, and seminar exercises.

AMC GCCS Specialty Applications Course (JOPES & DCAPES)
Provides hands-on instruction of the Joint Operations Planning and Execution System (JOPES) Editing Tool (JET), the Rapid Query Tool (RQT), Deliberate and Crisis Action Planning and Execution System (DCAPES) and Logistic Feasibility Analysis Capability (LOGFAC) applications that are relevant to Air Mobility Command (AMC) operations.

Eagle Flag
Provides realistic contingency skills training for the expeditionary combat support (ECS) package. Training is conducted via classroom, field and range instruction. Students learn functional contingency skills and then integrate into a realistic Air Expeditionary Group, culminating with an FTX focusing on contingency operations and other scenarios across the spectrum of probable deployments.
Duration: 12 days, 7 times per year

Installation Deployment Officer Course (IDOC)
Prepares Air Force logistics readiness officers to execute the duties of an installation deployment officer (IDO) across the deployment/redeployment continuum. The IDOC is an academically challenging course, utilizing lecture, demonstration/performance and exercises to emphasize the role of the IDO in the deployment/redeployment process to include C2 systems. At a minimum, the course will develop IDO critical thinking skills in roles and responsibilities, pre-deployment, execution, reception, sustainment and redeployment processes.
Duration: 5 days, 6-8 times per year

Management of Aerial Port Operations Course (MAPOC)
MAPOC prepares selected officers, NCOs and civilian personnel for management positions. Training includes familiarization with DoD transportation structure and all aerial port management functions including the management of budget and resources, training, civilian personnel, lean logistics, acquisition management, data analysis, workforce management and Air

Reserve Component (ARC). The training culminates with a capstone exercise to apply principles learned throughout the course.

5. Other Training and Educational Opportunities

Acquisition Professional Development Program (APDP) Courses
Contact MAJCOM APDP focal point for certification requirements and course scheduling. Since training requirements for all APDP career fields do change from time to time, individuals interested in pursuing certification in any acquisition career field should consult the current Defense Acquisition University (DAU) Catalog prior to beginning training. DAU courses and course schedules can also be found on the DAU Home page on the Worldwide Web.

Contingency Wartime Planning Course (CWPC)
This course is designed to instruct Air Force war planners on basics of Air Force planning. The curriculum consists of five blocks of instruction covering the following aspects: players, resources, plan development, execution and analysis. Prerequisites: Open to all war planning personnel in all career field specialties. Grade requirement: SSgt through Lt Col and civilian equivalents assigned or enroute to a staff war planning position from base to Air Staff level. The officer should be filling an R-prefix billet. Security Clearance: Secret. Duration: 10-Day course Course is conducted at Maxwell AFB, AL. HQ USAF/A5XW is the OPR for this course.
To enroll, contact your Education and Training manager.

Joint Course on Logistics
The purpose of the course is to prepare military officers and civilians to function in assignments that involve joint logistics planning, inter-service and multinational logistics support, and joint logistics in a theater of operations.
Prerequisites: Grade of 0-3 or GS-12 and above and E-8/9
Duration: 2 weeks
Location: US Army Logistics Management College (ALMC), Ft Lee, VA
To enroll, contact your Education and Training manager.

Joint Air Operations Planning (JAOP)
The mission of JAOP is to educate Airmen from unified, combined, or supporting air component commands in the fundamental concepts, principles, and doctrine required to develop and execute the air portion of a joint/combined campaign plan. JAOP focuses on USAF, Joint, and combined aerospace operations. Emphasis is placed on USAF, Navy, Army, USMC, and Joint aerospace doctrinal concepts. The focal point is the five-stage air campaign planning process which serves as a tool for developing an air campaign to support the GCC/JFC's initiatives.
Security Clearance: Secret
Duration: 15 Days
Prerequisites: Grade of 0-3 to 0-6, Secret Clearance
To enroll, contact your Education and Training manager, or local MPF.

Joint Planning Orientation Course (JPOC)
This course is designed to provide an overview of procedures and techniques used during contingency planning and time sensitive planning. Focuses on the JOPES players, processes,

and procedures. Prerequisites: Personnel in all logistics career field specialties. Designed for those who need to understand the basic planning process and procedures under JOPES. Grade requirement: military officers, 0-1 through 0-5; non-commissioned officers, E-4 through E-9 Security Clearance: Secret. Duration: Three days. To enroll, contact Armed Forces Staff College Joint Planning Orientation Division at DSN 564-5386

JOPES Support Personnel Course

This course is designed to provide general functional training and procedural information on how to conduct joint planning and execution using JOPES and train personnel in the use of JOPES ADP and associated GCCS capabilities. Prerequisites: Personnel in all logistics career field specialties. Designed for those who need to understand the basic planning process and procedures under JOPES. Grade requirement: (a) military officers, 0-1 through 0-5; (b) non-commissioned officers, E-4 through E-9. Security Clearance: Secret. Duration: Nine days Taught at USTRANSCOM and exported to regional training centers. To enroll, contact USTRANSCOM/JTO, DSN 576-8042

Section C -Support Materials

NOTE: There are currently no support material requirements. This area is reserved.

Section D – MAJCOM Unique Requirements

1. Mandatory Technical Training for Logistics Readiness Officers:

NOTE: There are currently no MAJCOM-unique technical training requirements. This area is reserved.

2. Professional Military Education:

NOTE: There are currently no MAJCOM-unique professional military education requirements. This area is reserved.

Section E – Orientation Program - Home Station Training

1. Logistics Officer Orientation Program (LOOP). Unit commanders are required to implement this orientation program for all first-assignment Logistics Readiness Officers. The objective is to provide a foundation for their career in logistics readiness. LRO orientation should occur immediately upon arrival at first duty assignment and conclude prior to attendance at the Logistics Readiness Officer basic course. LOOP is a three-phased program: Phase I consists of an initial interview, Phase II consists of squadron and support agency orientation, Phase III consists of equipment and vehicle familiarization. In developing the orientation program, commanders should use mission briefs, tours, “shadowing,” directive reviews, etc., to accomplish the objectives of the program.

LRO Orientation Program					
Requirement	Operations Officer Signature/ Date Completed				
Note: Must be completed					
	Knowledge	Start Date	Date Complete	Trainee Initials	
1	**Phase I:** Initial Interview. The squadron commander accomplishes initial interview to determine individual's experience/ background				
2	**Phase II:** Orientations are to familiarize the officer with duties, responsibilities, key personnel, and location of each squadron/ group/wing agency with a role in logistics support (i.e. deployment machine). Tours and briefings will include:				
2.1	Logistics Readiness Squadron and areas of responsibility (flights and functions)				
2.1.1	Sq. Logistics Manager/Operations Officer and their areas of responsibility				
2.1.1.1	Functions & responsibilities of Operations Compliance				
2.1.2	Functions of the deployment machine; tour, receive a briefing on each function (i.e. DCC, CDF, PDF, IDRC)				
2.2	Aerial Port/ Air Mobility Squadron areas of responsibility (flights and functions, if available at base)				
2.2.1	Operations Officer and his/her areas of responsibility				

2.2.1.1	Functions & responsibilities of Air Transportation Standardization Evaluation (ATSEV)				
2.3	Logistics Support Center and areas of responsibility (if available at location)				
3	**Phase III:** Vehicle and Equipment Familiarization Training:				
3.1	Vehicle familiarization training will provide general familiarization on MHE, general-purpose and special purpose vehicles				
3.2	Equipment familiarization will provide general familiarization on systems (SATS/GATES, etc.) equipment and processes				

Section F - Logistics Readiness Officer (LRO) Core Competency Training Record (Training Matrix)

The training matrix, below is comprised of the three LRO core competencies, materiel management, distribution and contingency operations. Ideally, individuals would initially complete the tasks within the core competency area to which they are assigned, gaining experience as they train and after. Once training tasks are completed in one core competency area, nothing prohibits training in other areas, but one must keep in mind that it is highly recommended that LROs remain assigned to each core competency area for 18-24 months in order to gain experience and depth in that area. *Until the exportable core competency training courses become available,* each officer must complete **all tasks in a core competency of** the matrix and have the tasks appropriately annotated in Training Business Area (TBA) by their trainer. For upgrade to 21R3, refer to chart on page 18. The commander will determine if an individual needs more/remedial training before approving any upgrade requests.

NOTE: *If a process is not available at a particular location, trainers may line through and initial the process area. This action will waive the requirement for that specific process. However, commanders must review/verify each lined through process prior to considering for upgrade to 21R3 and submitting an AF Form 2096.*

How to Use the Logistics Readiness Officer Training Record (Training Matrix):

The commander/supervisor is encouraged to utilize task experts (i.e., Ops Officer, Flight Commanders and NCO experts) for LRO training. Upon completion of training, the trainer

should make appropriate annotations in TBA. Once the responsible authority (Commander, Ops Officer, supervisor, etc.) is satisfied that the individual has mastered the required levels of understanding, the top portion of each core competency matrix will be completed.
Although TBA is mandated, it is in the best interests of the individual to maintain this record and hand-carry it to new assignments until they have accomplished all tasks in all three core competencies.

	Each key process or knowledge area must be completed before completing the core competency.
1 Skill Level	Ability to **identify** or be familiar with particular process/task
2 Skill Level	Ability to **understand** and fully explain the process/task
3 Skill Level	Ability to **demonstrate** and apply the process/concept

CORE COMPETENCY: ***Contingency Operations***		**Location Core Competency Process is available**			
	Key Processes				
Contingency Operations **Special**		***LRS***	***GLSC***	***APS***	***DEPOT***
	Doctrine	X	X	X	
	Aerospace Planning	X	X	X	
	Log C2 – Planning Systems	X		X	
	Plans Management	X			
	Installation Deployment Planning – Contingency Operations Planning	X			
	Base Support & Expeditionary Site Planning	X			
	Readiness	X	X	X	
	Readiness Reporting (ART)	X	X	X	
	Unit Readiness	X	X	X	
	Deployment Operations – Site Surveys	X			
	War Readiness Materiel (WRM) Management	X			

Contingency Operations Core Competency	Operations Officer Signature/Date Completed

Note: To complete the Contingency Operations Core Competency, the trainee MUST have ALL processes/knowledge areas signed.

***Note**: If a process/knowledge area is not available at a particular location, trainers may line through and initial the process/knowledge area. This action will waive the requirement for that specific process. However, Commanders must review/verify each lined through process/knowledge area prior submitting an AF Form 2096.*

	Knowledge	**Start Date**	**Completion Date**	**Trainee Initials**	**Trainer Initials/Date**	**Level of understanding**
1	**DOCTRINE** **TR: AFDD 1**					
1.1	Identify the types of doctrine					1
2	**AEROSPACE PLANNING** TR: JP 4; AFDD 1; AFDD 2; AFDD 40; AFI 10-400; AFI 10-402; AFI 10-1301					
2.1	Understand National Mobilization					2
2.2	Understand the concepts of air campaign planning					1
2.3	Understand the concepts of Agile Combat Support					2
2.4	Understand the concept of Expeditionary Aerospace Force (EAF)					2
2.5	Understand the principles and processes of Expeditionary Combat Support					2
3	**LOG C2 - PLANNING SYSTEMS** TR: JP 3-08, AFI 10-401; AFSC PUB 1; CJCSI 3100.01; CJCSM 3122.03					
3.1	Understand the Joint Operations Planning and Execution System (JOPES) concepts					2
3.1.1	Understand the purpose of the Global Command and Control System (GCCS)					2
3.1.2	Explain the steps in the contingency planning process					2
3.1.3	Understand the relationship between JOPES and the Air Force contingency planning process					2
3.2	LOG C2 - CONTINGENCY OPERATION AND LOGISTICS MODULE (LOGMOD) TR: AFI 10-403; AFI 10-401; AFJMAN 24-204; On-Line TG Help					

3.2.1	Understand purpose and demonstrate use of LOGMOD					3
3.2.2	Understand importance of Automated Air Load Planning System (AALPS) data and interface with LOGMOD					2
3.2.3	Understand importance of Deployment Requirements Manning Document (DRMD)					2
3.3	LOG C2 - INTEGRATED DEPLOYMENT SYSTEM (IDS) TR: AFI 10-403					
3.3.1	Understand Role of IDS					2
3.3.2	Describe IDS Components					2
4	**PLANS MANAGEMENT** TR: AFPD 10-4; AFI 10-208; AFI 10-401, Vol 2; AFI 10-501					
4.1.1	Identify applicable Operations Plan (OPlan)					1
4.1.2	Be familiar with a Programming Plan (PPlan)					1
4.1.3	Develop Exercise Plans (if applicable)					2
4.1.4	Know and understand shortfalls and limiting factors (LIMFACs)					2
4.2	PLANS MANAGEMENT - CONTINGENCY PLANNING TR: JP5; AFSC PUB 1; AFDD 2; AFI 10-401; AFI 10-403; CJCSM 3122.01; CJCSM 3122.02; CJCSM 3122-03; CJCSM 3150.01					
4.2.1	Interpret the War and Mobilization Plan (WMP**)** documents					2
4.2.2	Understand the planning phases of the contingency planning process					2
4.2.3	Analyze and manage Time Phased Force and Deployment Data (TPFDD)					3
4.2.4	Identify other supporting plans if applicable					1
4.2.5	Be familiar with the Manpower, Equipment Force, Packaging (MEFPAK) System					1
4.2.6	Understand the UTC development process					2
4.3	PLANS MANAGEMENT - CRISIS ACTION PLANNING TR: JP5; AFSC PUB 1; AFDD2; AFI 10-401; AFI 10-403; CJCSM 3122.01; CJCSM 3122.02; CJCSM 3122.03					
4.3.1	Understand the phases of crisis action planning					2
5	**INSTALLATION DEPLOYMENT PLANNING - CONTINGENCY OPERATIONS PLANNING** TR: JP4; AFDD1; AFDD2; AFD 40; AFI 10-400; AFI 10-402; AFI 10-1301					
5.1.1	Know importance of Installation Deployment Officer (IDO)					2
5.1.2	Know tenets of Agile Combat Support					2
5.1.3	Know Expeditionary Aerospace Force (EAF) Concept in your organization					2
5.1.4	Understand concepts of Expeditionary Combat Support (ECS)					2

5.2	INSTALLATION DEPLOYMENT PLANNING - DEPLOYMENT/REDEPLOYMENT PLANNING TR: AFI 10-401; AFI 10-403; AFI 10-404; AFCAT 21-209; AFMAN 23-110, Vol 2; LOGMOD ON-LINE HELP; WMP 1, ANNEX E					
5.2.1	Identify importance of Pre-Deployment planning					1
5.2.2	Identify deployment organizational structure, as applicable to your unit					1
5.2.3	Read/review and know importance of Installation Deployment Plan (IDP).					2
5.2.4	Understand key elements of Deployment Schedule Of Events (DSOE)					2
5.2.5	Know importance of Deployment Process Working Group (DPWG)					3
5.2.6	Demonstrate understanding and participate in Deployment Control Center (DCC) Operations					3
5.2.7	Develop and understand importance of the Concept Brief					3
5.2.8	Know importance of redeployment planning					2
6	**BASE SUPPORT & EXPEDITIONARY SITE PLANNING** TR: AFI 10-404; AFI 10-503					
6.1	Understand Purpose and know format					2
6.2	Understand importance of In Garrison Expeditionary Site Planning Committee Meeting (IGESPC)					2
6.3	Recognize LIMFACs in base support planning					2
7	**READINESS**					
7.1	Understand purpose of Designed Operational Capability (DOC) Statement TR: AFI 10-201					2
7.2	Understand Unit Readiness concepts					2
7.3	Identify and understand Readiness Reporting - ART and SORTS					2
8	**DEPLOYMENT OPERATIONS - SITE SURVEYS** TR: AFI 10-404					
8.1	Understand importance of site survey processes					2
8.2	Know how to research site survey data/libraries (eg. BaS&E, NIMA, AMC, etc.)					2
9	**WAR RESERVE MATERIEL (WRM) MANAGEMENT** TR: AFPD 25-1; AFI 25-101, AFI 10-401; AFI 10-403; AFI 10-404; AFMAN 23-110, Vol. 5; DODD 3110.6					
9.1	Understand Purpose of WRM program					2
9.2	Understand role of WRMPM and WRMO					2
9.3	Understand budgetary process/procedures of WRM funding (to include MAJCOM role)					2
9.4	Understand WRM categories					2

9.5	Understand importance of War Plans Additive Requirements Report (WPARR)					2
9.6	Understand importance War Consumables Distribution Objective (WCDO)					2
9.7	Describe Inventory Management Plan (IMP)					1
9.8	Understand importance of Vehicle Authorization List (VAL)					2
9.9	Review and interpret Wartime Aircraft Activity Report (WAAR) extract					2
9.10	Identify importance of WRM use codes					1

CORE COMPETENCY: ***Distribution***					
	Key Processes				
Distribution		***LRS***	***GLSC***	***APS***	***DEPOT***
	Traffic Management				
	Cargo Movement	X		X	
	Personal Property Movement Arrangements	X			
	Passenger Travel	X		X	
	Deployment Operations	X		X	
	Vehicle Operations	X		X	
	Air Transportation				
	Military Airlift System	X		X	
	Passenger Service Operations			X	
	Fleet Services			X	
	Air Terminal Operations			X	
	Air Cargo Procedures	X		X	
	Ramp Operations			X	
	Mobility Operations (Deployments)	X		X	
	Automated Information Systems			X	

Distribution Core Competency	Operations Officer Signature/Date Completed

Note: To complete the Distribution Core Competency, the trainee **MUST** have **ALL** processes/knowledge areas signed off.

Note: *If a process/knowledge area is not available at a particular location, trainers may line through and initial the process/knowledge area. This action will waive the requirement for that specific process. However, Commanders must review/verify each lined through process/knowledge area prior submitting an AF Form 2096.*

	Knowledge	**Start Date**	**Completion Date**	**Trainee Initials**	**Trainer Initials/Date**	**Level of understanding**
1	**TRAFFIC MANAGEMENT**					
1.1	**CARGO MOVEMENT** GENERAL TR: DOD 4500.9R Part II, AFI 24-201, AFI 24-202, AFI 91-301, AFPAM 24-237, AFJMAN 24-206, AFJMAN 24-204, AFOSHDSTD 48-8, AFOSH 91-22, MIL-STD 2073, MIL-STD 129, TO 00-85 series, Carriers' Classification and Rate Tariffs, NMFC, UFC, Channel Sequence Listing					
1.1.1	Identify the importance of the Transportation Discrepancy Reports (DISREP), Report of Shipment (REPSHIP) and the personal property discrepancy reports					1
1.1.2	Understand the Uniform Material Movement and Issue Priority System (UMMIPS), Required Delivery Date (RDD), and Project Codes, and TAC Codes					1
1.1.3	Identify the various modes of shipment					1
1.1.4	Explain safe haven/refuge					1
1.1.5	Be familiar with all the methods of preparing, packing and crating cargo					2
1.1.6	Understand the shipping and receiving process					2
1.1.7	Identify the importance of controlling accountable forms					1
1.1.8	Identify the importance of controlling classified cargo and hazardous cargo					1
1.1.9	Understand the importance of Intransit Visibility (ITV) and the Global Transportation Network (GTN)/ESS					2
1.1.10	Understand the importance of Cargo Movement Operations System (CMOS)					2

1.2	**PERSONAL PROPERTY MOVEMENT ARRANGEMENTS** TR: JFTR (Vol 1) JTR (Vol 2), Air Force Supplement/JFTR Vol 1 and JTR Vol 2, DOD 4500-9R, Part IV, PPCIG (Vols 1 and 2), AFJAM 24-225, AFI 24-501, DD FORM 1797, DOD 4500.9R Part IV & V, AFPD 24-4, AFJI 24-231, MTMC Code/Mode Guide, Personal Property Rate Solicitation, MTMC Volume Rate, Defense Table of Official Distances (DTOD), AFI 64-109, TOPS Manual, MIL-STD 129					
1.2.1	Understand how personal property movement entitlements are determined and the difference between household goods, unaccompanied baggage, professional equipment and storage					2
1.2.2	Understand individual entitlements with regard to shipping privately owned vehicles, motorcycles and boats					2
1.2.3	Understand the rules for shipping privately-owned firearms					2
1.2.4	Understand the process for individuals to perform self-procured/performed move					2
1.2.5	Understand your role in regards to the movement of deceased personnel's personal property					2
1.2.6	Identify the various personal property transportation documents					1
1.2.7	Identify the function of the Defense Personal Property System (DPS)					1
1.2.8	Understand the personal property shipping procedures to include the relationship between the carrier and the service, loading/receiving process, inspections and movement entitlements					2
1.2.9	Understand the codes of shipment for household goods and baggage					1
1.2.10	Demonstrate proper use of the Personal Property Consignment and Info Guide World Wide (PPCIGW)					3
1.3	**PASSENGER TRAVEL** TR: DOD 4500.9R, JFTR (Vol 1), JTR (Vol 1 & 2), AFI 24-101, AFI 24-501, Defense Table of Distances (DTOD), MTMC Volume Rate Printout (VRP), Domestic & International Rate Solicitation Guides, AFI 51-502, AFI 24-201, AFJMAN 24-204, AFI 24-202, MIL-STD 129, TO 00-85 series, Foreign Clearance Guide, AFI 10-201, AFI 10-403, AFI 36-6023, AFI 24-235, AFI 36-2101, AFI 36-2105, AFI 36-2818, AFI 38-201, AFI 38-203, AFI 38-204, AFI 38-205, AFMAN 36-2108, AFI 90-201					
1.3.1	Identify passenger movement entitlements and responsibilities for passenger travel via government and/or commercial carriers					1
1.3.2	Identify the mode(s), routing, and cost for passenger travel					1

1.3.3	Understand the functions of the Commercial Travel Office (CTO) and your role in the quality assurance program					2
1.3.4	Identify your role in regards to the movement of human remains					1
1.3.5	Understand rules regarding emergency leave travel					1
1.3.6	Understand the importance and use of the Defense Transportation System					1
1.3.7	Identify the difference between Centrally Billed Account and Individually Billed Account and the billing cycle					1
1.4	**DEPLOYMENT OPERATIONS** TR: AFMAN 10-401, AFI 10-403, DOD 4500.9R, AFI 10-201, AFI 36-6023					
1.4.1	Understand the role of Traffic Management in the deployment process					2
1.4.2	Identify the concepts of deployment operations					1
1.4.3	Identify the importance of adequate deployment work centers and deployment training					1
2	**VEHICLE OPERATIONS**					
2.1	Identify vehicle operations responsibilities during mobility operations to include deployment, reception, operations and employment TR: AFI 10-403					2
2.2	Identify the functions of OLVIMS					1
2.3	Understand the Motor Vehicle Use/Misuse Program TR: AFI 24-301					3
2.4	Understand the policies and procedures to operate vehicles in both peacetime and contingency environments. TR: SFI 12-213; AFJMAN 24-306; AFOSH 91-100					2
3	**AIR TRANSPORTATION**					
3.1	**ORGANIZATION AND MISSION OF MILITARY AIRLIFT SYSTEMS** TR: DODR 4500.9; AMCI 24-101					
3.1.1	Identify the organization and mission of the commands in the DoD airlift systems					1
3.1.2	Identify the types and descriptions of transport aircraft					1
3.1.3	Understand the mission and function of the Aerial Port Squadron					2
3.2	**PASSENGER SERVICE OPERATIONS** TR: DODR 4500.9, 4515.13, AMCI 24-101 Volumes 14 & 15					
3.2.1	Be familiar with customer relations and DV procedures					1
3.2.2	Identify how to determine travel eligibility					1
3.2.3	Identify how to maintain standby listings					1

3.2.4	Identify how to select passengers for movement from standby listings					1
3.2.5	Know how to coordinate movement of delayed or diverted space required passengers					1
3.2.6	Know how to brief passengers on and comply with travel restrictions and border clearance requirements					2
3.2.7	Identify how to determine passenger costs (e.g. space required, excess baggage, and pets)					1
3.3	**FLEET SERVICES** TR: AMCI 24-101; TOs 1C-5A-2-1, 13B4-2-1, 36A12-23-8-1; Appropriate Aircraft -9's					
3.3.1	Understand the role and functions of Fleet Services in Aerial Port operations					2
3.4	**AIR TERMINAL OPERATIONS** TR: AMCI 24-101 Volume 9					
3.4.1	Identify the need for information control					1
3.4.2	Demonstrate the need for ramp control					3
3.4.4	Identify the concepts of capability forecasting					1
3.4.5	Understand the role of Customer Service Branch / Airlift Clearance Authority					2
3.4.6	Understand your responsibilities in the QAE process for contract commercial aircraft documentation					2
3.5	**AIR CARGO PROCEDURES** TR: DODR 4500.32, 4500.9; AFJMAN 24-204; AFPD 24-2; AMCI 24-101 Volume 11, Mil Std 129; CFR 49					
3.5.1	Identify how to process originating cargo/mail					1
3.5.2	Identify how to process terminating and intransit cargo/mail					1
3.5.3	Identify the concepts of load planning					1
3.5.4	Understand palletization procedures					2
3.5.5	Understand special handling cargo procedures					2
3.5.6	Understand classified shipment procedures					2
3.5.7	Understand how to process human remains					2
3.5.8	Identify how to expedite priority shipment					1
3.5.9	Identify how to process registered mail					1
3.5.10	Identify the refrigeration and re-icing procedures					1
3.5.11	Understand the how to process hazardous/explosive materials					2
3.5.12	Identify compatibility and reasons behind the importance					1
3.5.13	Identify the importance of placards					1
3.6	**RAMP OPERATIONS** TR: DODR 4500.9; AFPD 24-2; TOs 00-25-172; AMCI 24-101, Appropriate Aircraft -1's, -9's					

3.6.1	Understand the role and functions of Aircraft Services in the transporting of personnel and cargo					2
3.6.2	Understand procedures for loading/offloading aircraft					2
3.7	**MOBILITY OPERATIONS** TR: DODR 4500.9; AFI 10-403; AFMAN 10-100, 10-401; AMCI 24-101					
3.7.1	Understand deployment mission and work centers (Home Station/Deployed)					2
3.7.2	Identify unique Deployable Systems					1
3.7.3	Understand the Joint Inspection (JI) process					2
3.7.4	Identify the role and missions of the Combat Mobility Element					1
3.7.5	Be familiar with the roles and missions of Contingency Response Wings and Groups (CRW/CRGs)					1
3.8	**AUTOMATED INFORMATION SYSTEMS**					
3.8.1	Be familiar with Intransit Visibility (ITV) and the Global Transportation Network (GTN)					1
3.8.2	Be familiar with the Global Decision Support System (GDSS)					1
3.8.3	Be familiar with the Global Air Transportation Execution System (GATES)					1
3.8.4	Be familiar with the Command and Control Integrated Process System (C2IPS)					1
3.8.5	Be familiar with the Automated Airlift Load Planning System (AALPS)					1
3.8.6	Be familiar with Radio Frequency Identification (RFID)					1

CORE COMPETENCY: ***Materiel Management***	***Key Processes***				
		LRS	***GLSC***	***APS***	***DEPOT***
	Asset Management				
	Bench Stock	X			X
	MICAP	X	X		X
	Stock Control	X	X		X
	Equipment Management	X	X		X
	Repair Cycle Management	X			
	Accountability	X	X		X
	Issue Procedures	X			
	Research/Records Maintenance Procedures	X	X		X
	Turn-In Procedures	X			
	Inquiries	X	X		X
	Inspection Processes	X			X
	Storage & Distribution Procedures	X			X
	Inventory Procedures	X			X
	Management and Oversight				
	Document Control	X	X		
	Supply Management Activity Group (SMAG)	X	X		
	Reject/Management Notice Program	X	X		
	General Tasks and Knowledge	X	X		
	Vehicle Management				
	Vehicle Maintenance Management	X			
	Vehicle Management and Analysis	X			
	Materiel Control	X			
	Fuels Management				
	Critical Fuels Publications	X			
	Fuels Storage	X			
	Fuels Distribution	X			
	Compliance and Environmental	X			
	Fuels Information Service Center	X			
	Lab Tasks & Procedures	X			
	Fuels Mobility Equipment	X			

Materiel Management Core Competency	Operations Officer Signature/Date Completed

Note: To complete Materiel Management Core Competency, the trainee **MUST** have **ALL** processes/knowledge areas signed off (working at an LSC would require the trainee to get SOME base level experience during that assignment).

Note: *If a process/knowledge area is not available at a particular location, trainers may line through and initial the process/knowledge area. This action will waive the requirement for that specific process. However, Commanders must review/verify each lined through process/knowledge area prior submitting an AF Form 2096.*

	Knowledge	**Start Date**	**Completion Date**	**Trainee Initials**	**Trainer Initials/Date**	**Level of understanding**
1	**ASSET MANAGEMENT**					
1.1	**BENCH STOCK** TR: AFMAN 23-110, V2 Pt 2, Ch11D					
1.1.1	Understand the bench stock concept					2
1.1.2	Master bench stock list (S04)					2
1.1.3	Bench stock review list (M04)					2
1.2	**MISSION CAPABLE (MICAP) PROCESSES** TR: AFMAN 23-110 V2 Pt2, Ch 11B					
1.2.1	Understand the MICAP concept and the varying levels of responsibilities					2
1.2.1.1	Base/Global Logistics Support Center (GLSC)					2
1.2.1.2	MAJCOM					2
1.2.1.3	Depot					2
1.2.2	Understand how to check for local resources					2
1.2.3	Analyze and Interpret cause codes					3
1.2.4	Analyze and Interpret delete codes					3
1.2.5	MASS Daily Cleanup Program (DGWE20)					2
1.2.6	Analyze and Interpret MICAP asset sourcing system (MASS) status boards (MICAP Asset Report (DGWE40)					3
1.2.7	Understand how to monitor/update MICAP status					2
1.2.8	Understand MICAP Reporting Systems					2
1.3	**STOCK CONTROL PROCESSES** TR: AFMAN 23-110 V2 Pt2, Ch 19					
1.3.1	Understand the Purpose for stock management					2
1.3.2	Identify the different facets of Stockage policy					1
1.3.3	Understand the different Types of levels					2
1.3.4	Understand the Readiness base level (RBL) concept					2
1.3.5	Identify MILSTRIP procedures					1

1.3.6	Understand the Uniform Materiel Movement and Issue Priority System (UMMIPS)					3
1.3.7	Understand the Force Activity Designator (FAD) concept					3
1.3.8	Know the importance of Due-out validation					1
1.3.9	Identify the Base retention/excess program					1
1.3.10	Identify RAMPS and the need for timely reporting					1
1.3.11	Understand how requirements are funded					2
1.3.12	Know the process of requesting Supply assistance/supply difficulty					2
1.3.13	Understand Local purchase policies and procedures					1
1.4	**EQUIPMENT MANAGEMENT PROCESSES** TR: AFMAN 23-110 V2 Pt2, Ch 22					
1.4.1	Understand the Air Force equipment management system (AFEMS)					2
1.4.2	Identify the equipment management Allowance Source (AS) concept					1
1.4.3	Understand accountability requirements for Non-EAID equipment authorized inventory data					2
1.4.4	Be familiar with the Organizational Visibility List (R-15)					1
1.4.5	Identify the process involved in requesting equipment (AF Form 601/2005/TACR)					1
1.4.6	Identify the establishment of In-use details					1
1.4.7	Identify the various EAID Products and listings					1
1.4.7.1	Q09 -Allowance source code listing					1
1.4.7.2	Q10-Out-of-balance listing					1
1.4.7.3	R14-custodian authorization/custody receipt listing					1
1.4.7.4	R25 SPRAM listing					1
1.4.8	Special purpose recoverable authorized maintenance (SPRAM)					1
1.5	**REPAIR CYCLE MANAGEMENT PROCESSES** TR: AFMAN 23-110 V2 Pt2, Ch 10E, TOs 00-20-3, 00-35D-54					
1.5.1	Manage due-in from maintenance (DIFM) items					2
1.5.2	Ability to interpret the repair cycle asset management listing (D23)					3
1.5.3	Understand DIFM processing					2
1.5.3.1	Understand DIFM reconciliation					2
1.5.3.2	Understand impacts of Turn around action (TRN)					2
1.5.3.3	Understand DIFM codes					2
1.5.4	Be able to read and interpret Awaiting parts (AWP) (D19)					2
1.5.5	Understand the concept of time change items					2
1.5.6	Understand how to manage time compliance technical orders					2
1.5.7	Understand the concept of Depot Level Reparables (DLR)					2
1.5.8	Understand the concept behind Supply points and how they are managed					2
1.5.9	Supply point detail records					2
1.5.10	Monitor/review repair cycle data list Q04					2
2	**ACCOUNTABILITY**					
2.1	**ISSUE PROCEDURES** TR: AFMAN 23-110 V2 Pt2, Ch 11, AFR 0-2;TOs 0-1-01, 00-5-1, Illustrated Parts Breakdown (IPB); FEDLOG, D043					
2.1.1	Prepare issue					1
2.1.2	Process the issue					1

2.2	**RESEARCH/RECORDS MAINTENANCE PROCEDURES** TR: AFMAN 23-110 V2 Pt2, Ch 27					
2.2.1	Understand the manual research process					2
2.2.1.1	AFMAN 23-110					2
2.2.1.2	DoD 4145.19-R					2
2.2.2	Understand the structure of national stock number					2
2.2.3	Know the various Research systems					2
2.2.3.1	D043, Master item identification and control system					1
2.2.3.2	FEDLOG					2
2.2.4	Process of Item record load, change, and delete					2
2.2.5	Structure of the Expendability, Recoverability, Reparability, Cost (ERRC) code					1
2.2.6	Interchangeability and substitution group (I&SG) records					1
2.3	**TURN-IN PROCEDURES** TR: AFMAN 23-110 V2 Pt2, Ch 13					
2.3.1	Understand how the turn-in process affects accountable records and the differences in the various types of turn in commodities					2
2.3.1.1	Consumables/expendables					
2.3.1.2	Repair cycle					2
2.3.1.3	Equipment					2
2.3.2	Exception processing					2
2.3.2.1	FOB					2
2.3.2.2	Hazardous material					2
2.3.2.3	MDR/PQDR					2
2.3.3	In-check property for turn-in					2
2.3.4	Inspect property for assignment of condition code					2
2.3.5	Process turn-in					2
2.4	**INQUIRIES** TR: AFMAN 23-110 V2 Pt2, Ch 4					
2.4.1	Define types of inquiries					2
2.4.1.1	Item record					2
2.4.1.2	Detail record					2
2.4.1.3	Part number					2
2.4.2	Analyze and interpret the consolidated transaction history (CTH)					3
2.4.3	Understand a Repair cycle record					2
2.4.4	Understand a Requirements computation					2
2.4.5	Understand the capabilities of the DISCOVERER tool					2
2.5	**INSPECTION PROCESSES** TR: AFMAN 23-110 V2 Pt2, Ch 10C					
2.5.1	Identify the different Condition tags/labels					1
2.5.2	Know the different Condition codes					2
2.5.3	Understand Condition changes					2
2.5.4	Understand Identity changes					2
2.5.5	Understand inspection requirements for various commodities					2
2.5.5.1	Understand Shelf life items					2
2.5.5.2	Identify Petroleum/chemicals					1
2.5.5.3	Understand Functional check items					2
2.5.5.4	TCTO items					2
2.5.5.5	Suspect/unsuitable materiel					1
2.5.5.6	Health hazard items					2

2.5.5.7	Material safety data sheets (MSDS)					2
2.5.5.8	Electrostatic sensitive devices/electrostatic discharge (ESD) items					2
2.6	**STORAGE AND DISTRIBUTION PROCESSES** TR: AFMAN 23-110 V2 Pt2, Ch 10C & D					
2.6.1	Identify how to configure Storage space; layout a warehouse for the most Effective utilization					1
2.6.2	Understand how the general principles of how to Store property					2
2.6.3	Understand the Stock location system					2
2.6.4	Know the purpose of monitoring Daily Document Register (D04)					2
2.6.5	Understand how property is pulled and distributed					2
2.6.5.1	Identify how property is Issued					1
2.6.5.2	Identify how property Due-out releases					1
2.6.5.3	Identify how /why a Shipment occurs					1
2.6.6	Understand the process of Warehouse location validation					2
2.6.7	Understand the processing of Warehouse refusals					2
2.6.8	Identify the unique storage requirements for the Hazmat pharmacy					1
2.6.9	Identify Organizational refusal procedures					1
2.6.10	Understand the use of the Classified receipt list					2
2.6.11	Identify the uses of the Delivery destination listing					1
2.7	**INVENTORY PROCEDURES** TR: AFMAN 23-110, V1 Pt1, Ch 6					
2.7.1	Understand the various types of inventories and when they are appropriate for use					2
2.7.1.1	Sample					2
2.7.1.2	Complete					2
2.7.1.3	Special					2
2.7.1.4	In-use/in place equipment					2
2.7.2	Develop an Inventory schedule					2
2.7.3	Understand how to process Reverse posts, and their impact on inventories and accountable records					2
2.7.4	Analyze consolidated inventory adjustment document register (M10)					2
3	**MANAGEMENT AND OVERSIGHT**					
3.1	**DOCUMENT CONTROL** TR: AFMAN 23-110, V2, Pt2, Ch18; AFI 37-138					
3.1.1	Identify what constitutes Source documents					1
3.1.2	Identify the steps involved in Document disposition					1
3.1.3	Understand how to manage and Resolve delinquent documents					2
3.2	**SUPPLY MANAGEMENT ACTIVITY GROUP (SMAG)** TR: AFMAN 23-110, V2, Pt 10; DFAS-DE 7077.10-M; AFPD 23-4					
3.2.1	Identify the SMAG Operating concept and the support divisions					1
3.2.1.1	MSD					1
3.2.1.2	GSD					1
3.2.2	Identify the roles of the various Management levels					1
3.2.2.1	Division					1

3.2.2.2	MAJCOM					1
3.2.2.3	Region/GLSC					1
3.2.2.4	Supply funds (SMAG) manager					1
3.2.3	Identify Credit return policy					1
3.2.4	Understand the importance of the Supply/DFAS interface (SMAS)					2
3.2.5	Understand the roles of the Resource advisor					2
3.3	**REJECT/MANAGEMENT NOTICE PROGRAM** TR: AFMAN 23-110, V2, Pt2, Ch7					
3.3.1	Identify responsibilities in the reject management program					1
3.3.2	Define the steps involved in Researching rejects					1
3.3.3	Define the steps involved in Researching management notices					1
3.3.4	Identify the steps involved in Resolving rejects					1
3.4	**UNDERSTAND THE CONCEPT OF POST-POST PROCESSING** TR: AFMAN 23-110, V2, Pt2, Ch 32					2
3.5	**PROCEDURES AND ANALYSIS PROCESSES** TR: AFMAN 23-110, AFIs 25-201, 90-201					
3.5.1	Understand the concept behind the Self inspection program					2
3.5.2	Understand how to conduct internal Surveillances					2
3.5.2.1	Develop Checklist					2
3.5.2.2	Develop Schedule					2
3.5.2.3	Develop Reports					2
3.5.3	Identify the importance of Customer support visits					1
3.5.4	Identify the Management reports and listings used to assess the health of the LRS					1
3.5.5	Understand the importance and benefits of Management analysis					2
3.5.6	Identify the steps involved in documenting and releasing Procedural changes					1
3.6	**GENERAL TASKS AND KNOWLEDGE** TR: AFMAN 23-110, AFR 400-54, AFJMAN 23-215, AFI 23-111; AFI 91-301, DoD 4145.19-R-1; 40 CFG261; FED Standard 313; AF Internal Procedures for using the GPC					
3.6.1	Property responsibilities (AFI 23-111)					1
3.6.2	AFMAN 23-220 Reports of Survey					1
3.6.3	Supply discrepancy report (SDR)					1
3.6.4	Identify Government-Wide Purchase Card (GWPC) procedures and the impact					1
3.6.5	Environmental management information system (EMIS)					1
4	**VEHICLE MANAGEMENT**					
4.1	**VEHICLE MAINTENANCE MANAGEMENT** TR: AFIs 24-301, 24-302, 24-303; AFMANs 24-307, 24-309; TO 36-1-191					
4.1.1	Understand functions of vehicle maintenance/management units					2
4.1.2	Understand responsibilities of vehicle maintenance/management staff					2
4.1.3	Understand functions of the various vehicle maintenance sections					2
4.1.4	Be familiar with the vehicle maintenance budget					2

4.1.5	Understand occupational safety and health requirements as related to vehicle maintenance					2
4.1.6	Be familiar with Air Force Manpower Standard 42B1, Vehicle Maintenance					2
4.1.7	Identify vehicle maintenance/management wartime roles and responsibilities					1
4.2	**VEHICLE MANAGEMENT AND ANALYSIS ELEMENT** TR: AFMAN 23-110, AFI 24-301, AFI 25-101, T.O. 36-1-191, AFI 24-302; AFRs 20-14, 68-1, AFMs 67-1 (Vol 1 part II, Vol IV part II), AFMAN 24-307					
4.2.1	Understand and interpret OLVIMS/LIAMS computer generated listings and reconciliations					2
4.2.2	Understand the preventative maintenance and inspection (PMI) Program					2
4.2.3	Understand the vehicle rotation program					2
4.2.4	Understand the War Reserve Materiel (WRM) Vehicle Program					2
4.2.5	Understand management's role in the Registered Equipment Management System (REMS)					2
4.2.6	Understand the rental/lease vehicle program					2
4.2.7	Identify management's role in vehicle analyses					1
4.2.8	Understand your responsibilities regarding Quality Assurance Evaluation (QAE)					2
4.2.9	Understand your responsibilities regarding the Vehicle Priority Buy Program					2
4.2.10	Understand the purpose of the Vehicle Control Program					2
4.3	**MATERIEL CONTROL** TR: AFI 24-302, AFMAN 24-307, Supply FEDLOG Program					
4.3.1	Understand the importance of property responsibility and accountability					2
4.3.2	Understand the delayed maintenance and deferred parts programs					2
4.3.3	Understand your responsibility regarding Quality Assurance Evaluation (QAE)					2
5	**FUELS MANAGEMENT**					
5.1	**CRITICAL FUELS PUBLICATIONS**					
5.1.1	Technical TR: TOs 0-1-01, 0-1-02, 0-2-1, 00-5-1, 00-5-2, 00-25-172, 00-35D-54, 36 series, 37 series, 42B series; AFIs 21-210, 24-302					1
5.1.2	Standards TR: AFOSH 91 series; AFIND2, AFIND9, AFIND17					1
5.2	**FUELS STORAGE** TR: AFMs 23-110 (Vol I, Part 3), 85-16; AFOSH 91-38; TOs 00-25-172, 37-1-1, 42B-1-16, 42B5-1-2, 40CFR Series, AFIs 23-201					
5.2.1	Understand the Bulk storage system					2
5.2.1.1	Identify its components					1
5.2.1.2	Understand how to Inspect					2
5.2.1.3	Understand how to Receive					2
5.2.1.4	Understand how to Issue					2
5.2.1.5	Understand how to Transfer to hydrants					2
5.2.1.6	Identify how to Gauge tanks					1

5.3	**FUELS DISTRIBUTION** TR: AFM 23-110, V1, Pt 3, AFIs 23-210, 24-302; AFOSH 91-38; TOs 00-20B-5, 36-1-3, 36A12-12 series, 36A12-23-3, 37-1-1, 37A-1-101, 37A2-2-4 series					
5.3.1	Understand the various means for distributing fuel products					2
5.3.1.1	Identify Refueling units					1
5.3.1.2	Identify Hydrants servicing units					1
5.3.1.3	Issue aviation fuel					2
5.3.1.4	Defuel aviation fuel					2
5.3.1.5	Receive from bulk					2
5.3.1.6	Issue ground fuel					2
5.3.1.7	Identify a Hot refuel					1
5.3.1.8	Identify a Hot Integrated Combat Turnaround (ICT)					1
5.3.1.9	Identify an In-Shelter procedure					1
5.3.1.10	Understand aspects of a Concurrent service procedures					2
5.3.1.11	Identify Multi-source refuel					1
5.3.2	Understand policies for use of Hydrants TR: AFM 23-110 (Vol I, Part 3); AFI 23-201; AFOSH 91-38, 91-44; TOs 00-25-172; 35-1-3; 37A-1-101					2
5.3.2.1	Components Type II/III/IV/V Systems					2
5.3.2.2	Gauge Tanks					2
5.3.3	Expediter Duties					2
5.4	**COMPLIANCE AND ENVIRONMENTAL** TR: AFOSH 91 SERIES; AFRs 74-7, AFIs 23-201, 23-204, TOs 00-20B-5, 33D2-10 series. 37A-1-101, 37-1-1 42B Series, 42C series, TO 37A9-3-15-1, AFM 23-110					
5.4.1	Identify the different types of Inspections					1
5.4.2	Identify Organizational responsibilities					1
5.5	**FISC** TR: DoD 4140.25M, 5126.46; AFM 23-110 V1, and V2, Pt 2, Ch 34; AFIs 23 series, 37-133 (Vol I); 42B Series					
5.5.1	Understand Organizational responsibilities					2
5.5.2	Identify accounting via the Fuels Automated System					1
5.5.2.1	Verify accuracy of transactions					1
5.5.2.2	Reconcile					2
5.5.2.3	Navigate through Hub fuels enterprise system					1
5.5.2.4	Understand Fuels Manager					2
5.5.2.5	Review daily inventory					1
5.5.2.5.1	Investigate fuel gains or losses					1
5.5.2.6	Process Inquiries					1
5.5.3	Audit computer reports					1
5.5.4	Monitor IMP/WCDO Levels					1
5.5.5	Review aircraft flying schedules					1
5.5.6	Compute Peacetime Operating Stocks					1
5.6	**LAB TASKS AND PROCEDURES TR: 42B Series**					
5.6.1	Draw Samples					1
5.6.1.1	Fuel					1
5.6.1.2	Cryogenic					1
5.6.2	Contaminated Products					1

5.6.3	Perform Tests					1
5.6.3.1	Bottle Method					1
5.6.3.2	Color and Particulate Assessment					1
5.6.3.3	Matched Weight					1
5.6.3.4	Flashpoint					1
5.6.3.5	Conductivity					1
5.6.3.6	FSII Content					1
5.6.3.7	Water Content					1
5.6.3.8	API Gravity					1
5.6.4	Use ADPE to record/review lab results					1
5.6.5	Lockout/Tagout Program					1
5.6.6	QC Hold					1
5.7	**IDENTIFY THE DIFFERENT TYPES OF FUELS MOBILITY EQUIPMENT**					
5.7.1	PMU-27M or equivalent TR: TO 35E-73 series					1
5.7.2	GRU-17E TR: TO 37A9-3-9-1					1
5.7.3	R-14 TR: TO 37A9 series					1
5.7.4	R-22 TR: TO 37A9 series					1
5.7.5	FFU-15E TR: TO 37A9 series					1
5.7.6	FAM CART TR: TO 37A9-7-2-1					1
5.7.7	Aerial bulk fuel delivery system TR: TO 37A9-3-1					1
5.7.8	Bare base operations					1